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# USSR Report

## MILITARY AFFAIRS

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5 January 1984

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MILITARY AFFAIRS**

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MILITARY-POLITICAL ISSUES

PARTY LIFE: REPORTS, ELECTIONS

Construction Company Experiences Difficulties

Moscow KRASNAYA ZVEZDA in Russian 28 Sep 83 p 2

[Article by Col (Res) F. Semyanovskiy: "Organization Educates"]

[Text] From the outside, the graceful 126-apartment house already appears finished. But inside, the work presses on full steam. The hottest and most critical period has arrived for the military builders of the company commanded by Captain P. Pavlov: preparing the residential building for transfer to its owners fully ready for occupancy. This is a time in which energetic and efficient leadership, maximum control and clear interaction among all production units are necessary.

This need colors all of the activities of the company's officers and warrant officers today. It was also stated clearly in the party report and election meeting. The production successes of the company were discussed in the report given by the party organization secretary, Senior Warrant Officer S. Shchenikov, and in statements made by communists Captain P. Pavlov, Senior Lieutenant M. Dmitriyev and Lieutenant A. Grebenyuk. And the figures in the diagram prepared for the meeting graphically revealed that the military builders of the subunit had worked throughout the year without serious interruptions, and that they consistently kept their output norms at 105-111 percent.

The indicators are not bad. But they could have been even higher, the communists emphasized on analyzing what had been accomplished during the year from the positions of the high demands imposed by the November (1982) and June (1983) plenums of the CPSU Central Committee. What prevented this from happening?

The conditions in which the company personnel must work are typical in many ways of military construction subunits. The company is located far away from its permanent site. Some of its personnel are erecting another installation. This of course creates certain difficulties in conducting training and indoctrination, in organizing the personal lives and leisure time of the soldiers and in insuring purposeful party-political influence upon the personnel. But the subunit asks for no preferential treatment owing to these conditions.

Problems associated with production activity, ideological indoctrination and strengthening military discipline were presented successively, in independent sections of the secretary's report. But in the course of the discussion, no one made any distinction between these problems: They are all so interrelated and so mutually influential that any distinction would appear artificial.

During the meeting I was honestly perplexed by a comparison suggested by Senior Warrant Officer Shchenikov. Of interest among others was a diagram describing the state of military discipline. Pointing at this diagram, Shchenikov asked the audience to consider it, to compare the nature and quantity of transgressions committed during and after working hours. The comparison was made, and it was found that the overwhelming majority of the transgressions were committed when the privates and sergeants were at work--that is, during time that should be utilized for labor with maximum effectiveness. Why?

This question was answered in the statements made by the company commander, by the military construction detachment commander Lieutenant Colonel A. Navrotskiy and by other communists. Here, it turns out, is what was wrong. At the company's location the officers, the company chief Warrant Officer Kravchenko and the detachment commanders serve as the organizers of training and indoctrination, and they monitor order and discipline. Things are different when the military builders come to the installation for work. Here they are led by the chief of the section and by engineers and technicians. The privates, sergeants, warrant officers and officers fulfill their instructions and directives. And much here depends on something that is sometimes beyond even their control: Will the necessary construction materials be delivered and supplied to the work stations on time, how precisely will the plans be followed, how will workers representing other organizations behave? Not only does all of this have an influence on production results, but it also directly influences the discipline and indoctrination of military builders.

The following fact was cited at the meeting. A group of military builders had to install a porch. The norms allow a day and a half for installation. The work dragged on for 2 weeks due to a lack of organization. The blocks get to the work site, but there is no crane. The crane finally arrives, but there is no cement slurry. And so on and so forth. The builders spent a large part of their working time like sailors on the shore waiting for fair winds.

Yes, absence of organization and order in production has a most direct influence on discipline and on the effectiveness of ideological indoctrination.

Military builders work at installations in brigades. The brigade leader is also the detachment commander, and he is personally responsible for the state of affairs in the collective, for organizing competition, for rewarding worthy workers and for influencing those who do not work conscientiously. When labor is organized in this fashion, its results are highly effective. This is precisely the approach which once permitted a group of young soldiers to break themselves in quickly. They were brought together into a detachment commanded by Private 1st Class A. Zhaglo. It was not long before this detachment began fulfilling its shift quotas by 110-115 percent. So it was in other cases as well when the principles of organization were not violated--when the

detachment worked with its commander at the lead, and when he directed the efforts of his subordinates and accepted full responsibility for quantitative indicators and for work quality.

But this was not always so. Take as an example a certain day when the company came to the installation. All of the duties had been distributed beforehand, in the previous evening, and each person prepared himself for a specific assignment. But suddenly things began to fall apart: The foreman arrived late, five persons were sent to one place and four to another, and all of this was done in haste, sometimes without the advice of the detachment, platoon or company commander. In other cases people are left to their own resources, and it also may turn out that there is no work room and there are no materials and tools at a new work site. Of course, when it comes to maintaining the morale of the people, to indoctrination of discipline and responsibility for assigned work, there is nothing to be said.

"But we must be able to discern our own mistakes in such situations," said Captain Pavlov at the meeting. "We did not have the right to stand on the sidelines. It was our duty to penetrate more deeply into the production process, to make the detachment's party bureau aware of all of the problems and to establish firm, business-like contacts with the party organization of the work supervisor's office."

There is one more problem that is directly associated with this, one which elicited interesting discussion at the meeting. Company deputy commander for political affairs Senior Lieutenant M. Dmitriyev advised the following in his statement: He was experiencing difficulties in conducting political indoctrination after the end of the work day. This is in fact true to a certain extent. But after all, the people remain at their work stations for a large part of the time. It is precisely at the work stations that the company's political worker and party organizations should do their work.

Incidentally speaking, the work of Communist Dmitriyev was subjected to acute, principled criticism in the meeting. It cannot be said that he never visits the construction site. But his mission is not to simply be around the people but to actively conduct political indoctrination. He has not been long with the company, and he does not yet know all of the subordinates as well as he should. And where, if not at the work stations, can he study the work and moral qualities of the military builders, propagandize and promote introduction of the experience of the best workers, organize the work of active Komsomol members, battle leaflet editors and agitators, and concern himself with procuring newspapers and magazines, listening to the latest news and providing good visual agitation?

As was noted at the meeting, the party organization has many tasks. If they are to be completed in the most successful way, every communist must work with a high return, and production and indoctrination problems must be solved in organic unity.

## Training Section Discusses Shortcomings

Moscow KRASNAYA ZVEZDA in Russian 2 Oct 83 p 2

[Article by Lt Col N. Fedoseyev, KRASNAYA ZVEZDA correspondent, Red Banner Siberian Military District: "A Time for Checking the Pulse"]

[Text] Speaking at the election meeting of the party group of the training section of the Tomsk Order of the Red Star Higher Military Command School of Communications, Lieutenant Colonel D. Putintsev devoted his main attention to improvements in the work style of communists belonging to his section.

"The speaker was right when he said that much depends on us, comrades, in the training of future officers;" he said, "we must do more than simply keep in stride with the times; we must also look ahead to what life will present us with tomorrow."

What he said was profoundly correct. Correct because the section's communists had been entrusted with a special area of work. After all, the training section is a staff that plans, organizes and monitors the training of future officers. And the school's success in satisfying the high requirements imposed by the June (1983) Plenum of the CPSU Central Committee on the higher school depends in many ways on the training detachment.

However, this was also a topic of discussion at the meeting: There were shortcomings in the detachment's activities. Planning was not always distinguished by clarity, and some communists did not have the ability to discern and effectively introduce innovations in training methods. The paperwork was overwhelming as well.

On the eve of the meeting the chief of the school's political section, Colonel I. Morozov, had this to say to me: "Before, I used to visit the section in the morning and find the officers behind their desks, doing paperwork. I would then check in after lunch and see the same picture. I asked, when do you visit the training ground?, and they shrugged their shoulders...."

Did this style have an effect on the results of the overall process of training future officers? Doubtlessly. Once while on a temporary duty assignment Major A. Shamkin, the detachment's party group organizer, met one of the school's graduates of last year. They got to talking. Shamkin wanted to know how the lieutenant's work was going on, and what problems he had encountered in the troops.

"Of course," the lieutenant said, "the school did give me a great deal. But...."

And he described how in the first months of service he felt that his practical habits were acutely deficient, especially when the subunit went out for field lessons or exercises. "It seems to me," the graduate confided to Major Shamkin, "that we spent more time in school sitting in the lecture halls listening to lectures, writing summaries, reading charts and drawing tables.

But we should have spent more time in the field, it would be better to know what life in the troops is like...."

This was not the sole indication that changes had to be made, that certain adjustments had to be introduced into the training organization.

"It must be said," noted Major Shamkin at the party election meeting, "that this task was accepted by our communists with a full sense of responsibility. Of course, we have not yet done everything, but changes for the better are evident."

That is true. First of all the section's workers tore themselves away from their offices, and they began visiting the subunits and school department offices more frequently. Now the work day begins in the section with a visit to the lecture halls or the training center. All of this produces its results, making it possible for the officers to get a better idea of the state of affairs in all areas of the training process. Examples were brought up to confirm this. Here is one of them. Attending a special tactical training lesson, the section's officers discovered that the training maps were not being used. This is despite the fact that they facilitate assimilation of the material by cadets, and that they were specially recommended as a means of intensifying the training. What explanation did the instructors give for the absence of these maps at the lesson? "We got along fine without them before." A deficiency in training organization was thus revealed, and an opportunity presented itself for sensing the frame of mind of some of the comrades, one which naturally had to be changed.

The past period of accountability, it was said at the meeting, was generally characterized by the fact that the section's party organization had raised its attention to the problems of control. This attention was turned to the use and improvement of the training material base, to the procedures of organizing the lessons and to introduction of the best methods of training and indoctrination. The greater demands laid upon these areas came into being under the influence of decisions of the November (1982) and June (1983) plenums of the CPSU Central Committee: Their discussion in the party organization brought into being many creative ideas and proposals for improving the work style.

The atmosphere itself in the collective changed as well. The people became more attentive to each other's work. As an example if an officer visits troops undergoing lessons, his observations are discussed by all, and all participate in drawing up the recommendations for correcting shortcomings.

There is now a greater orientation on innovations. Take as an example the practical introduction of standard lessons plans into training practice (on the basis of the experience of the well known Soviet educator V. Shatalov). Their use was not justified everywhere. On the other hand where they could be beneficial, sufficient attention was never devoted to them, and no one knew how to use them properly. The training section efficiently reacted to this situation, and it published an instructor manual that provided a detailed examination of the use of the methods of active cadet training. These same issues were examined in detail at instructor meetings as well.

The section also began to provide better leadership to the scientific work in the school; moreover, extracting as much practical benefit as possible from this work was made one of the goals. Thus the problem method of cadet training, which was researched by Candidate of Technical Sciences Lieutenant Colonel V. Beshenev, was introduced into practical lessons concerning some study problems. Work done by Lieutenant Colonel A. Dernovyy, chief of the department of radio communications engineering, produced a certain amount of benefit, making it possible to employ accelerated training methods. Moreover the scientific work of the cadets themselves is being kept under the surveillance of the training section. For example the training section became the chief organizer of a military scientific society conference held in the school last year. Over 100 future officers gave reports and communications.

A turn toward improving the field skills of the cadets has also occurred. With the consent of the school chief and following a discussion by the school council, work on a large number of training problems was moved out of the classrooms and into the field. Were we to compare the calendar schedule presently maintained in the section with the same for the past year, we would immediately see that the number of green boxes standing for field work on particular study topics has risen significantly.

Another display prepared specially for the party election meeting graphically reflects participation of the communists in political indoctrination.

"As we can see," said Lieutenant Colonel V. Karasev from the meeting's podium in this regard, "there is nothing to boast about here. There is but one conclusion: We must hold discussions on political topics with the cadets more frequently, and we must participate more actively in the subunit's social life. Political work in the masses is the duty of every communist. This is what the party demands, and this is what must be expressed in each of our specific acts. Unfortunately, not everyone can say that he is doing all of this today, and consequently our party organization will have to turn the most serious attention to this issue."

Participation of the training section's communists in political work is not limited to just giving lectures and leading discussions. "Is not the influence of those who underestimate the significance of commander training a political influence?": I heard this said in a conversation after the meeting. It is too bad that it had not been said during the meeting itself. However, the shortcomings in the professional training of the school's officers were discussed in a statement made at the meeting by A. Kalistratov. He noted that interruptions in commander training lessons continue to occur, and some instructors avoid such lessons under various excuses.

The section's communists understand that the better trained an instructor is, the better he can teach a cadet. However, beyond understanding that this is true, the communists sometimes do not go any further: Not only must they competently employ the rights granted to the section and display greater exactingness and adherence to principles, but they must also utilize other possibilities. For example they should maintain closer ties with the chiefs of

departments and party organizations, and they must explain to the people both the significance of this training and the harm of understating it. Moreover, the entire party group should demand more strictly of communists responsible for this important area. As we know, by intensifying its work within the party, the party organization concurrently raises the responsibility of the communists and mobilizes them to solve the problems they face. Therefore it is important to also show concern for the nature of the issues brought up at meetings, for the atmosphere in which they are discussed and for making effective decisions and strictly controlling their fulfillment. In this sense the work of the party group still lacks concreteness and purposefulness. Take decisions as an example. They often contain fuzzy terms such as "intensify" and "improve." The communists receive few specific assignments, especially ones involving participation in ideological indoctrination of cadets.

None of these shortcomings were discussed at the election meeting. However, the newly elected party group organizer, Major Shamkin, had this to say later on:

"We are aware of them, and we will try to rectify the situation as quickly as possible."

It may be thought that communists of a training section have nothing to do directly with the training and indoctrination of cadets. But this may appear so only at first glance. They are most directly involved in all processes associated with formation of future officers, and this profound relationship, if it remains strong and all-embracing, does produce positive results. And the magnitude of these results depends on each communist.

#### Meetings Lacking in Criticism

Moscow KRASNAYA ZVEZDA in Russian 4 Oct 83 p 2

[Article by Lt Col G. Ivanov, KRASNAYA ZVEZDA correspondent, Red Banner Central Asian Military District: "Criticism After the Fact"]

[Text] It is clear to everyone now, at the end of the training year, that the helicopter subunit in which Captain Ye. Vaulin is the party organization secretary will not fulfill its pledges--it will not earn its "outstanding" title. The main reason for this is that the status of military discipline did not always correspond to the requirements imposed on an outstanding collective throughout the year.

The level of the personnel's discipline is known to depend on many components, it was stated in a report at the party election meeting. And the subunit commander and crew commanders are to blame for the fact that it was not high enough. Control over fulfillment of the requirements of the manuals and over compliance with the daily schedule was weak. However, the speaker emphasized, a large share of the blame should also be accepted by the rest of the communists.

The subunit's party organization contains eight persons; these communists work in the most critical areas, ones in which success or failure is decided. But as practical experience has shown, their influence has not always been calculated, purposeful and consistent. Moreover some of them were not good examples of fulfilling official and party duties.

There was no shortage of criticism and self-criticism in the report and in the statements made by the communists. Especially many sharp remarks were addressed toward Communist Captain Yu. Shorin, who deviated from the requirements of the guidelines. This resulted in the failure of a flying assignment.

The crew commanded by Shorin was fulfilling an assignment away from the base for a search and rescue service. On Sunday the officer gave his subordinates permission to visit the local town. Assuming that they would not have to fly on their day off, the airmen decided to "relax" a little, and they turned into a tavern. It was at this time that a person in trouble had to be rescued. Another crew had to be given the task.

Shorin's mistake was discussed at an officers' comrades court of honor. The captain was officially punished. The party organization gave him a strict reprimand.

I have gone into this incident with such great detail in order to relate my first impression of this party election meeting, which proceeded in such an exacting spirit. Listening to the stern report and the critical statements of the communists, one would have thought that an atmosphere of adherence to principles and strict mutual exactingness had firmly settled in within the party organization, and that deviations from the norm by Captain Shorin and some other officers were unfortunate chance occurrences.

However, discussions with political worker Major S. Kosterin and other communists helped me to see the situation in a different light.

"I had to work hard with Captain Vaulin on his accountability report," the political worker said. "He had to rewrite some of the sections more than once or twice. And it was all because in the initial versions, the criticism of communists that had made disciplinary violations was superficial, and their behavior had not been subjected to proper analysis."

Other comrades said that in the form in which it was given at the meeting, the report was an eye-opener to them: The criticism that had been expressed in all meetings taken together throughout the year was less than the criticism heard in the accountability report. Thus we find that the sharpness of the report was the product not so much of the principled position of the secretary and of an exacting atmosphere within the party organization, as it was the product of diligent organizational work from above. The impartial assessments of the deeds of certain communists suggested to the speaker naturally elicited a response. Figuratively speaking, the criticism gushed forth profusely. Moreover, the presence of the helicopter regiment's chief of political affairs, Lieutenant Colonel V. Lugachev, also had influence on some manifestations of self-criticism in the speeches.

In a word, the communists pointed out each other's shortcomings, confessed to their negligence and proposed specific ways to raise organization and discipline in the collective. But why had all had this criticism not been sounded before (with the same frankness and passion)? Why do indifference and calm reign in the minutes of the year's party meetings?

We are unfortunately forced to assert that in the period of accountability, the position of the party organization was not distinguished by aggressiveness in the struggle to strengthen discipline and establish proper order. As a rule party influence was imposed upon a particular communist only after a serious violation of the rules of behavior became known to a higher chief or the political organ.

For practical purposes the punishments were not so much educational as they were demonstrational: Their purpose was to show how energetically the party organization had reacted. Could it really be said that the subunit was oblivious to the fact that the same Communist Shorin generally devoted little time to indoctrinating his subordinates and that he condoned loose discipline? Nor was he always an example of service and personal life. Once for example his inefficiency caused the crew's take-off to be delayed by more than an hour.

And so what? And so nothing. Strange as it may seem, the party organization remained indifferent to all of this.

There were also other grounds for the subunit's communists to concern themselves seriously with the state of military discipline. During one period cases of deviations from the requirements of the manuals and regulations became more frequent. Naturally, they required a reaction. The commander implemented his own measures, and things began to turn for the better. But it was revealed soon after that not all pilots were punctually observing flight discipline. And once again the commander took some steps, while the party organization remained on the sidelines. No one deeply analyzed the root causes of the violations, and no one tried to gain an understanding of the dependence between deviations from the manuals on the ground and violations in the air.

It was noted at the June (1983) CPSU Central Committee Plenum that success in the effort to strengthen discipline "is insured when not only the administration but all laborers become its direct participants, when it relies on the experience, consciousness and civic activity of the masses." Unfortunately the subunit limited itself to administrative measures, and no significance was attached to the educational power of public influence. It stands to reason that this soon had an effect on the overall atmosphere in the party organization and in the military collective as a whole; it generated a spirit of indifference on the part of certain communists: My area of responsibility is small, they thought, and they can figure things out and take the proper steps without me.

It is true that there was talk of the consequences of carelessness and indifference at the election meeting. The speakers correctly said that the sort of atmosphere reigning in the collective depends in many ways on the effectiveness

of indoctrination. A situation of mutual exactingness develops the personnel's self-control, discipline and their sense of responsibility for high quality of work in their assigned area. With time, connivance leads to serious violations. An instructive example was presented in this regard. Soon after being transferred to another subunit, Officer V. Kucherov displayed a lack of discipline in the air which caused a deviation from the prescribed flight parameters.

"Although this had occurred in another subunit," the speaker said, "the responsibility for the incident lies with our party organization." This statement is good and true. But it was late, and therefore useless, we might say. Meanwhile all of the communists had long known very well that Kucherov was not distinguished by self-exactingness. And since they knew this, they could have influenced him not with criticism after the fact, but at the proper time.

It cannot be said that the party organization in which Communist Ye. Vaulin is secretary did not turn any attention to the problems associated with strengthening organization and discipline. It did, but it did so sluggishly; discussion of the issues was not reinforced by concrete, effective measures, by control and by verification of execution of its decisions. And gradually an atmosphere of tolerance and forgiveness evolved in the collective, which had previously been distinguished by cohesion and discipline.

Unfortunately even one of the most experienced communists, Lieutenant Colonel D. Medyankin, who exercised sufficient command authority moreover, often displayed unexplainable indifference toward violations of the regulations. Thus, while he was aware of Captain Shorin's predilection for alcohol, he limited himself to "casual" discussions with him in private. Thus he sometimes in a sense shielded the captain from the criticism of the party society.

Speaking at the election meeting, Communist D. Medyankin said that the struggle to strengthen military discipline should base itself on preventive work, that strict demands must be levied, and that communists must serve as an example in fulfillment of official duties. Once again, these words are true. But.... As it became known, literally on the eve of the meeting, the unit commander reprimanded Officer Medyankin for poor leadership of subordinates and for unauthorized absence from lessons. Could this--I am referring to the gap between words and deeds--be the root of all evil, the primary cause of such obvious passiveness of the subunit's party organization? A rather great deal of correct and generally necessary words were spoken, but still, they were spoken after the fact. These correct words seem to exist on their own, and the affairs of the subunits proceed on their own as well, as if totally outside the attention and influence of the party organization. This, I think, is what should have been the primary topic of discussion at the subunit's election meeting. Otherwise we could hardly insure that unity of word and deed which is required of us by the party.

In general I think that the question itself of criticism and self-criticism deserves to be discussed in the open at the "final" meetings of the year of accountability. It is a highly important question of intraparty life, of work style and, in the final analysis, of its effectiveness, of the moral courage of communists and of the effectiveness of the party organization.

MILITARY-POLITICAL ISSUES

PARTY LIFE: REPORTS, ELECTIONS

Indifference to Subordinates Condemned

Moscow KRASNAYA ZVEZDA in Russian 28 Oct 83 p 2

[Article by KRASNAYA ZVEZDA correspondent Lt Col M. Lishniy, Group of Soviet Forces in Germany: "When We Say 'Everyone's Job...'" ]

[Text] First two facts. Pvt V. Kokin was not in the barracks. They looked for him but just didn't find him. Later he turned up on his own:

"I was in the next subunit..."

Something similar had happened earlier in the private's conduct and so his comrades decided to demand a severe accounting of him. Kokin's behavior was discussed at a Komsomol meeting. Maj M. Mironov, to whom Kokin was subordinate, also was invited to the meeting. It must be said frankly that his words sounded strange:

"I didn't know about Kokin's infraction of discipline and previously noticed nothing of the sort in him..."

And here is another incident. Subunit commander Capt I. Delenskiy arrived at a remote site where signalmen were performing duty. He inspected the order and duty and had a talk with the people. He also invited Pvt S. Lyubert in for a talk.

"Why aren't you writing letters to your parents, Sergey? What happened?"

"Well, it's this way," said the private in embarrassment. "We'll soon return to the subunit and then I'll write. Otherwise those at home will realize that I'm now serving in another place and will get worried..."

On the officer's advice the soldier wrote a letter to his family that same day, and just in time. A week later a letter full of alarm came from them addressed to the unit commander. Capt Delenskiy personally informed Sergey's mother and father that their son was serving well and soothed them. After the letter of thanks from the soldier's parents was read at a general meeting the

communicators spoke warmly about Capt Delenskiy. People have a fine sense for the concern and sincere worry about them.

These facts were recalled at a party report-election meeting. Behind them could be seen two work styles and different positions of party members. One had great authority among subordinates, but the same can't be said about the other. One knows literally everything about each of them right down to whether or not a soldier wrote a letter to his parents. The other knows the soldiers superficially. Isn't this the reason that the successes in service of these officers and their subordinates are far from the same? The first ones are heading upward step by step and the others are constantly dogged by failures.

There is a very direct connection here. For some reason Maj Mironov believed that equipment was his lot and let others work with the people. But he knows for certain that without well arranged indoctrinal work where every party member exerts daily influence on the people it is difficult to count on success in anything. He knows this but apparently doesn't wish to burden himself with difficult indoctrinal chores. Both areas hindering some comrades in performing their party duty as indoctrinators also were mentioned in the accountability report by the party organization secretary Sr Lt A. Aseyev and in presentations by Lt Col G. Klimanov, Sr Lt S. Vetrov, WO [Praporshchik] N. Novikov, Maj N. Bulatov and Lt Col M. Pugachev. It is well that such an objective and self-critical discussion took place on this subject and that party members were able to see through the facts the problems on which they would continue to work to resolve.

Above all the key question seemed to stand out: What meaning should be given to the concept "Ideological indoctrination work is a job for every party member"? Is this only giving lectures and talks, only work in one's own subunit with one's own subordinates, and is it only influence through the spoken word? It is not only this, was what came through at the meeting. And if it is by word, by deed and by much more, then how is a party organization to shape the party members' position and abilities and where is it to look for reserves which reinforce their ideological influence on people?

The party member's sense of responsibility was placed above all this. It is to this sense that one must turn above all in intraparty work. The fact is, one can't say that Maj V. Rogov doesn't know how political classes must be conducted. Nevertheless, he may come to the group he heads without preparing himself: neither a synopsis nor even a plan. In the best instance he will bring along a newspaper or journal and turn the class into a session of reading aloud. He often digresses from the subject to extraneous conversations just so time goes by. But no real demands were placed on the party member. Party bureau members would exhort him that he must prepare for the classes...

High responsibility for everything is a very important quality in a party member. If it is lacking in someone then very strict demands represent an effective measure here. You are a party member and see to it that you perform your party duties as prescribed for a party fighter. Take pains to conduct political work as demanded by the June Party Central Committee Plenum.

It was noted at the report-election meeting that the party bureau does not always present such a demand skillfully. The speakers said that it was time to put an end once and for all to such liberal views. This is the first reserve.

Secondly, it is necessary to "see" each party member constantly: What is he like in political indoctrination work? Is he active and skilled and does he perform an assigned job conscientiously? Then help will come in time if needed. For now, however, it is not always this way, and those at the meeting recalled the following instance in particular.

A year ago two new party members, lieutenants V. Kapshukov and F. Vorob'yev, arrived in the unit. Both completed schools with honors and both were promising. But while service went excellently for the former, failures immediately appeared for the latter. Vorob'yev displayed indifference toward subordinates. He influenced people only by command, as they say. In the very first field exercise malfunctions occurred in the operation of an equipment van. He was directly at fault and the nervous atmosphere in the collective also had an effect. Two months later during a control inspection by staff officers his subordinates showed the poorest results in special training. Only after these and other failures did the party bureau give the young party member attention. Here is where they tried to explain to him that political influence on subordinates is not simply represented by talks to them "by plan" but also daily, sincere contacts with them, an example of high moral culture, and no indifference when one hears an immature opinion even if it is not "your" subordinate. A discussion among the privates about a book which has been read, a film which has been seen, a newspaper report, a misdeed by their comrade, a popular stage company and the latest news someone has received from home all are opportunities for the party member to appeal to people's awareness and feelings, express the correct viewpoint unobtrusively, win them with an interesting idea, announce some new knowledge or help one's young companions become firmly established in worthy moral evaluations in reflecting on a particular situation in life.

This is the path taken by Lt Kapshukov. This is the basis of Capt Delenskiy's work style. Their indoctrinational effect on soldiers is just that diversified and constant; not formal but lively. Lt Col G. Klimanov correctly stated at the report-election meeting that more active and more objective propaganda of the experience of the best indoctrinators will be a great help in establishing everywhere the approach to accomplishing indoctrination tasks needed today.

The party organization in question did much to assist the commander in improving the effectiveness of combat training and strengthening discipline. A direct result of a diversified party influence on the soldiers is seen in the fact that during the final inspection for special training almost all subunits received outstanding grades and many officer-party members improved class ratings. Nevertheless, the keynote at the report-election meeting was a critical note, particularly concerning the quality and results of political indoctrination activities. It was stated that lecture propaganda is not yet satisfactory. A turn toward freshness of word and thought is not yet very noticeable

here. Some party members such as Maj A. Zaporozhets and senior lieutenants V. Smolyakov and V. Skomorokhin did not once lecture to the soldiers during the accountable period.

Party Member N. Bulatov spoke emotionally at the report-election meeting, touching on yet another important issue of the party members' political indoctrination influence in the collective. This is the issue about the political and moral consequences of decisions being made, administrative steps, the very behavior of a party member and his closeness to people or remoteness from them. If, for example, an officer is not interested in subordinates' everyday lives and does not respond to their needs, this can generate negative sentiments. Bulatov said that when an analysis was made of which of the officer-party members visited the enlisted men's mess during breakfast, dinner or supper in recent months and how many times, it turned out that no one had done so except for the commander and his political deputy.

Ostentatious attention also leaves a bad imprint on people's hearts, such as where a party member tosses out a meaningless "How are things?" in passing and in response hears "Okay" and with this believes he has shown sincerity. It often can be observed where when a break is announced between classes the soldiers gather in a circle for a smoke or a joke, as they say, while the commander remains aloof. Or take the following instance. If an officer is not "responsible" for something one doesn't see him going to the movies or athletic field with subordinates, or participating in amateur activities with them. Some attach no importance to very important points, considering them "trivial": An officer does not respond to a private who has saluted, addresses a subordinate in the familiar form, or demands strict observance of the regulation while his own jacket is unbuttoned...

And it is the more inadmissible when the word deviates from an action and exactingness is replaced by crudeness. The party organization must give such facts a sharp evaluation and instil in party members a deep understanding that everything, the entire tenor of life, indoctrinates.

As one participant later expressed it, the meeting was "strict." Well, I believe this is a guarantee that demands of the June CPSU CC Plenum on party members' ideological indoctrination work will be fulfilled persistently, purposefully and creatively and that their influence on a reinforcement of discipline and increase in combat readiness will rise even more.

#### Party Work Detailed

Moscow KRASNAYA ZVEZDA in Russian 30 Oct 83 p 2

[Article by Col G. Zozulya, Red Banner North Caucasus Military District: "The Range of Influence"]

[Text] The Main Rule

"There is a party member in our collective who just recently was performing his international duty in Afghanistan, and he

did so worthily, honorably justifying the title of Soviet officer. It was there under difficult conditions that his command character and qualities as a soldier-internationalist and an ideological fighter of the party were displayed especially vividly. This party member is Capt Zamotayev."

From accountability report by battalion party bureau secretary Maj D. Matyukh.

"They're waiting for us here," said Capt V. Zamotayev as he tore his finger from the map and looked appraisingly at the company officers standing nearby.

"They're very much waiting," he repeated quietly. "The people need bread, and not just bread. We'll move to the objective over three routes. You," Zamotayev nodded toward the platoon commanders, "will lead two columns. Take into account that the road isn't the easiest and anything can happen."

"Clear," responded Lt S. Obukhov. "And who will head the third column?"

"I will," said the company commander, dropping the words stingily.

A rapid glance at the map was enough to see that as always Capt Zamotayev had assumed the most difficult job. A steep pass, mountain gorges and dismal canyons was the route along which he would lead his subordinates. Danger might await them at every kilometer of the difficult route.

Zamotayev was ready to take it on. He had faith in himself and above all had faith in his subordinates. He knew that they would not waver or let him down at a difficult moment, for he himself had taught them staunchness, courage and military proficiency.

...Shots rang out after several hours of the strenuous route when the column had drawn into a narrow canyon. Here is where the commander's experience and his ability not to lose his head in difficult situations and act boldly and resolutely paid off. It stands to reason that the superb schooling of the motor vehicle personnel also had an effect.

They soon negotiated the dangerous sector, but here is what is noteworthy. Later when everyone recalled this episode each driver would assert that in those fervent minutes the company commander was right next to him. He ordered one to change position, another to take in tow a vehicle with a stalled engine, and he cheered up a third one, a first-year man, with a friendly word. And as a matter of fact, that is how it was. Party Member Zamotayev was with the people in the critical situation. Each subordinate sensed his presence. Only Zamotayev himself knows how he managed this...

The first governmental awards appeared on the chests of the platoon commanders and many of their subordinates after that successful trip.

Now Capt Zamotayev, wearer of the Order of Red Star, is a battalion chief of staff. Different duties and different missions, but the collective has come to learn the chief rule of this person's life. It is to be always among the people and to assume more and that which is more difficult--the rule of a genuine party member.

#### Both a Demand and Assistance

"During the accountable period the party bureau constantly kept an eye on the quality of ideological-theoretical preparation and political work of the party members, and above all the political study group instructors."

From the presentation by Lt A. Vasil'yev.

Sr Lt A. Valyukevich could not help but notice party bureau secretary Maj Matyukh as he shook his head in dissatisfaction when he looked over Valyukevich's synopsis for the next political study topic.

"How do you evaluate your work?" asked the major as he returned the synopsis.

"I tried," responded Valyukevich, sensing that he was blushing. He respected the secretary and valued his attention, concern and trust, for not long ago the major had not refused him a recommendation for entry into the party. Then came this conversation. It began with a question: What had Valyukevich read in the last week from fiction, sociopolitical literature and the periodical press? Then the secretary asked for the synopsis.

"You speak about trying," he uttered with disappointment. "I don't see it. And you merely outlined the subject. You can't go to a class with that preparation. People in your group have a good education."

Maj Matyukh opened his notebook.

"Pvt Sviridov has an institute behind him. Pvt Rytikov has art school. Dasov and Vasil'yev finished tekhnikums..."

Valyukevich himself knew that his subordinates were literate people. One won't make such people enthusiastic or catch their interest by reading well known truths. More than once he caught himself thinking that they listened to him more out of politeness. What was vexing was that he was not lazy, he prepared for the classes, but couldn't succeed in making them interesting.

"Well," said the major, and his voice softened. "Let's discuss in detail how to achieve freshness of thought and word, using the wording of the June Plenum."

The conversation was lengthy. The major chose some thesis of the topic, played the part, as they say, of the political study instructor, elaborated this thesis in simple conversational language, asked questions as if of an audience and shifted easily and naturally from the thought to an example...

They met again a day later and a week later, and each meeting was a unique lesson of propaganda expertise for the young party member. On the secretary's advice Valyukevich kept one other notebook in addition to synopses of topics to be covered and synopses of primary sources. He entered in it extracts from books and international reviews he had read and indicative figures concerning national economic and scientific life. Historical examples, examples of today, some kind of episodes from the subunit's life and even lines of poetry appeared in the notebook. All this later helped him express a thought more clearly and present it to the audience more convincingly.

...When the success of Sr Lt Valyukevich, the young political study group instructor, was noted in the accountability report he was somewhat discounted. He believed that he was still far from success, but in listening to the good words about himself he could not help but look gratefully at the party bureau secretary. He knew to whom he was obligated for this success.

#### Don't Ignore Them

"Strengthening the families of young officers and warrant officers must be considered one of the important areas of the party organization's work in the accountable period. I believe that this work must be reinforced."

From the presentation by Sr Lt V. Bagrintsev.

"So what did Golovlev do this time?"

Sr Lt Bagrintsev, Komsomol organization secretary, had heard this question so many times already of late from battalion commander Maj I. Tashkin. And each time he had to tell about the latest escapade of the young officer. Either he would arrange a noisy carouse with his bachelor friends, or he would appear in his cups for duty, or he would get into a mess on the road with his motorcycle. In short, he was the source of much trouble. He was late for duty this time as well.

"What steps are we taking?" asked Bagrintsev, repeating the commander's question. "We are indoctrinating. We had a hearing at a committee session..."

"We'll give no quarter. In just the last month I gave three punishments," Tashkin was told by Capt V. Syshchenko, Golovlev's immediate superior.

"You won't achieve much just by hearings and punishments," responded Tashkin. "I feel we are miscalculating somewhere."

After a couple of days the battalion commander again chatted with Bagrintsev and Syshchenko. He also invited party bureau members and the political officer in for a conversation.

"Here's the rub. We overlooked the young family. The Golovlevs live in a private apartment and, moreover, not very well arranged. Every other day the wife is on night duty at the hospital," said the battalion commander with concern.

"And we have to draw broader conclusions from this. We have to take a closer look, if it can be put in this way, at the family of each of our young officers. We have to try to bring the families together and become friends with each other, for we are a single collective. Remember what was said at the June CPSU CC Plenum: Firm results are achieved in indoctrinal work where it takes in all aspects of people's vital activities. There is enough work here for the entire party bureau..."

They began with the Golovlevs. They helped them with the apartment and with the wife's work--they found a job not involving night duty. Comfort appeared in the family, and if a home is attractive this is a great thing.

The party members' attention to the young officer made itself known and had a stronger effect on him than the repeated hearings and punishments. It was no accident that in going on a routine leave recently Capt Syshchenko decided to leave Lt Golovlev in his place. The battalion commander had no objection.

#### Gratitude in Each Letter

"Don't relax concern for the personnel, know the wants and needs of every soldier..."

From the report-election meeting resolution.

"Thanks for bringing up our son." "We give thanks for the concern which you show for our sons." Those are the words with which many letters from parents of privates and NCO's end which are addressed to the battalion command element. All of them are carefully kept in a special folder. The letters arrive most often after parents visit their sons and become more familiar with their commanders, comrades, and the conditions under which they live and serve.

The battalion greets guests warmly. There is something to show them and something of which to boast: successes in military work and the cleanliness and comfort of the sleeping areas; the excellent everyday services combine, the well-cared for military post with athletic fields and reading rooms. Of course the parents are invited to try the soldiers' food.

"Beautiful!" said Engr Nikolay Grigor'yevich Kalyuzhnny in admiration when he came to visit his son. He looked around the enlisted men's mess once again. "The appetite won't disappear in such a mess hall. Just who arranged all this? The cooks probably made the effort?"

"We ourselves did everything with our own hands," smiled the son, Pvt Yu. Kalyuzhnny, in response.

"Yes, your dinner is no worse than ours at home," the soldier's mother could not help but say.

"You are an economist, Anna Mefodiyevna," said Capt Syshchenko, entering into conversation with Kalyuzhnaya. "Let me give you a few figures for reflection. I'll begin with saying that during this year we gave the state 20 tons of meat from our kitchen farm..."

The guests left the battalion satisfied with their son, his duty and the conditions under which he lives. Sister Oksana also was satisfied with her brother.

"You see, Mother, you were worried for nothing," Kalyuzhnny told his wife. "A person here is brought up by the entire tenor of Army life. This means a great deal."

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These are just a few strokes in the portrait of the party organization suggested by the party report-election meeting. From them one also can judge the atmosphere in the collective, the personal example and diligence of the party members and their desire to be constantly in the main sectors of major, responsible work with people.

6904  
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## MILITARY-POLITICAL ISSUES

### PARTY LIFE: REPORTS, ELECTIONS

#### Party Demands Increase

Moscow KRASNAYA ZVEZDA in Russian 1 Nov 83 p 2

[Series of articles: "Party Life: Reports and Elections: A Mood for Great Deeds"]

[Article by Maj V. Timchenko, air squadron party organization secretary: "Elevating the Demands"]

[Text] During the report-election party meetings now being held party members are discussing the training year's results and planning ways for a further improvement of combat readiness, a strengthening of military discipline, efficiency and order and an improvement in ideological and political indoctrination work from the high position of the 26th party congress and the November 1982 and June 1983 CPSU Central Committee plenums.

Accomplishment of these tasks largely will be determined by the spirited nature and degree of readiness for major responsible work by the newly elected party organization secretaries. What impetus did they receive at the report-election meetings? With what thoughts and feelings do they begin performing their duties?

Probably there are not very many such meetings in my memory. Party members spoke with special concern about the fate of peace on earth and about their personal responsibility for defense of the Motherland and socialism's achievements and for maintaining high combat readiness. The focus both of the accountability report and literally of every presentation was the declaration by CPSU CC General Secretary, Chairman of the Presidium of the USSR Supreme Soviet Comrade Yu. V. Andropov.

There is enormous interest in this document. The party organization is putting in much effort to see that its every word reaches the depth of the aviators' awareness and forces them to evaluate their own contribution to the common cause with a longer yardstick and plan new goals in combat perfection. It must

be said that we worked rather well during the accountable period and achieved the right to be called an outstanding squadron. But the talk was not about successes, it was about missed opportunities, incomplete work and unused reserves.

Let's take what seemingly at first glance is a simple matter, said Maj V. Gladkikh, the notification of flight and technical personnel at the "Assemble" signal. We spend much effort and energy in trying to reduce performance of a particular norm when an aircraft takes off, but we lose valuable minutes--not even seconds!--in the notification. Is this only the commander's concern? No, said those at the meeting. There was a proposal for the party bureau to step up rationalizers' work to improve the signaling system, including at the residences of officers and warrant officers [praporshchiki]. This now is what I and members of the party bureau, along with others, have to work on.

An indicator of high combat readiness is the ability to perform operational training missions at reduced strength. We will work along this direction and increase the party members' sense of responsibility and their mutual help in combat training.

Raising the class rating is a special concern. The following example was given at the meeting. Captains V. Vernyyayev and G. Yarkin serve in the squadron. The former is a CPSU member and the latter is a nonparty person. Conditions for professional improvement are identical but the results vary. While Vernyyayev only has a third class, the nonparty man Yarkin has a class rating one level higher. Isn't this really cause for a major, fundamental discussion about the vanguard role of the party member? We will discuss this matter and come up with a system of monitoring how party members are fulfilling the regulation requirement: "Serve as the example of a communist attitude toward work."

The party now is demanding with special force an improvement in efficiency and discipline. It was stated correctly that an improvement just in this is an enormous reserve in our work. What do we party bureau members plan on doing? It is important to have every party member in view and speak objectively with the comrades about their deficiencies. Fuller use has to be made of the strength of the party organization's collective opinion so as to avoid a situation such as with senior lieutenants V. Kaftarov and M. Snesarev. Some will frankly mention their lack of discipline, while some will be silent and even be soothing.

An increase in the demands, in party exactingness, and concreteness in organizing party work represent the real way for us to influence accomplishment of combat readiness tasks.

## Resting on Laurels Criticized

Moscow KRASNAYA ZVEZDA in Russian 1 Nov 83 p 2

[Article by Maj N. Getman, motorized rifle regiment party bureau secretary: "So That 'Ignorance' Does Not Pass"]

[Text] "A new level of work is needed," briefly stated, was the tenor of all presentations at the past report-election meeting. Until recently our unit, frankly speaking, was known as a laggard. In pondering this now I automatically ask myself: Why? What were the reasons? We weren't sitting around on our hands. We were working, but it follows that we were performing incomplete work.

The June 1983 CPSU Central Committee Plenum displayed our omissions as well like an x-ray, noted party members at the meeting. Talk at the plenum, for example, was about a phenomenon such as a "departure" of propaganda from reality. This deficiency can be seen at times with us as well.

I'll take our agitprop group headed by Capt B. Silant'yev. It drew up rather good plans on the whole, held many lectures and talks, and arranged for us theme mornings, question-and-answer nights, and so on. But not once did the party bureau take an interest in the quality of these activities.

Maj R. Ishmukhametov recently brought up for discussion the lecture entitled "Aggravation of ideological struggle in the international arena under present-day conditions." He was told directly that the material was presented dryly and in a stereotyped manner, and its connections with life were weak. We heard in response: Such a lecture previously was good, but now it's bad. But that is the issue: That which previously "passed" cannot be tolerated today.

Or take the following point. It was emphasized at the plenum that only the fusing of ideological indoctrination work with political, organizational and economic work produces the necessary effect. Such a fusion was not supported in some of our flights. For example, order in the barracks was not at the proper level. Party members properly stated at the meeting that it is impossible to call on people for discipline and efficiency if the everyday services room is not outfitted, if the personnel have nowhere to rest or if they have nothing to do in their personal time. We of course took this up thoroughly, especially with the arrival of a new commander and his political deputy in the unit. Repairs were made to the barracks, and reading rooms and everyday services rooms were re-equipped. We strive to ensure that everything indoctrinates the soldier--both the precise order of the day and the culture of the personnel's everyday life.

There also was a discussion at the report-election meeting about counterpropaganda work of party members. Some have a very unique approach to this, saying that this allegedly is the sphere of high ideological levels. But if some kind of "stinking" little rumor is exaggerated, if an offensive anecdote is savored or if someone repeats conjectures clearly presented to us by foreign "voices," can a party member or, as we say, the party's ideological fighter, really remain aloof? But Capt A. Grivastov remained indifferent in such a situation.

It must be admitted that we were surprised by the fact that party member Officer M. Zakharov received an unsatisfactory grade in a final class on Marxist-Leninist training. There also are others who did not stand out with their knowledge. The question arises: Just how could we overlook this? We did so because we had not yet learned to see every party member in all dimensions, as they say, and delve thoroughly into his work, particularly how a party member is improving his ideological level and applying his knowledge in political work with people. This is a very important point in party work practice because the effectiveness of party influence on strengthening discipline and improving combat readiness depends directly on our ideological maturity and political activeness.

#### Comprehensive Improvements Needed

Moscow KRASNAYA ZVEZDA in Russian 1 Nov 83 p 2

[Article by Capt A. Moiseyev, party organization secretary of a Railroad Troops technical battalion: "All Facets of Style"]

[Text] The party members are electing me as their secretary for the third time. I seemingly have experience, but then at the report-election meeting was heard: "The businesslike style in party work has to be improved." I relate this above all to myself, and not by chance. I did not always succeed in organizing matters precisely and achieving what was planned.

What will be our primary concern in improving our work style? To see that we are able to accomplish combat training tasks and production tasks using the methods specifically of party and political work. This did not always happen and so it turned out that at times we would back up a commander or substitute administration for indoctrinal work.

A reproach was addressed to some of our subunits at the report-election meeting that high quality of equipment repair is not always assured. The fault here lies above all with the repairmen themselves. Just where is the technical supervision department headed by party member Capt S. Romanov and other department party members looking? It is the party bureau's task to place demands on them, help them master foremost work experience and form that moral atmosphere in the collective where people work cohesively and with enthusiasm.

It was suggested at the meeting that an equipment repair quality commission be set up under the party bureau and that active help be given in unfolding the work of the Komsomol organization under the motto "A Komsomol guarantee for equipment repair."

This is just one example, but others also can be given showing that all facets of style must be improved. This includes the ability to determine the chief directions of work and allocate forces correctly and not have individuals, but the entire party aktiv "pull the cart." It also includes an increase in effectiveness of bureau sessions, party meetings, and hearing accounts by party members. And it includes a check of execution...

Reserves must be sought everywhere. I believe we will find them and use them. Party members will make a worthy contribution to see that our battalion becomes outstanding for the seventh time.

## ARMED FORCES

### MILITARY FIELD AMBULANCE TESTED

Moscow KRASNAYA ZVEZDA in Russian 3 Sep 83 p 6

Article by V. Khrustov, 'KRASNAYA ZVEZDA' correspondent: "On Roads and Without Roads"

Text "A serial military vehicle must be reliable. A front-line carrier, meant for evacuating the wounded from the battlefield, doubly reliable," said the chief designer of the enterprise. "Therefore before the vehicle leaves the factory area and is sent to the troops, we test it under rather strict conditions."

I recalled these words more than once on the firing range. And in no small degree thanks to the endeavors of the test driver, Pavel' Rodionovich Chernyak, conscientiously fulfilling a request of the leadership "to show the correspondent all the carrier's capabilities."

Together with the test engineer, Vyacheslav Vasil'yevich Shchavelev, we arranged ourselves beside the driver in the places intended for medical personnel. Behind was a place for stretchers.

Immediately beyond the factory gates the driver let the engine run at full power. On the speedometer--up to 70.

To the right of the course was a small stream, with marshy banks, and steep hills covered with small bushes. This was the main goal of our journey. We headed straight at it, through the swampy field covered with hummocks. Considering the terrain of the place and our speed, the jolt was not as violent as expected.

The vehicle drove to the foot of the hill. Its incline was steeper than may have been supposed from a distance. The grass was wet. The ground also had not yet absorbed the moisture after the cloudburst which had recently passed. In other words, a complicated situation.

Giving it the gas, the driver went to the attack of the heights with momentum. The grass flew from under the wheels in bunches; the wheels skidded. Chernyak engaged in rear axle.

The vehicle slowly climbed the hill. We were at the top. As if a sign of our small victory the sun came out, breaking through the clouds at last.

"It had to climb. That's its job," Chernyak talked about the vehicle as if it were a live being.

The way down turned out to be easier, but no less risky. We descended with the brakes on. On the grass, slippery after the rain, the vehicle skidded every moment, but every time the driver managed to pull around the steering wheel in time.

At the foot of the hill poppies blazed. We drove quietly so as not to spoil this wonderful natural flower garden. Our next point was "forcing a water obstacle."

After an abundant rain, the river had overflowed, it had swollen.

The wheels of the carrier dilligently ground the mud, digging into it deeper and deeper, and soon I noticed that we were no longer driving--we were swimming. The engine breathed in full power, and the vehicle, churning up the white surf, rushed forward.

After several minutes we were on the other bank, boggy and swampy as well.

"No matter how much I drove, there was no chance of it getting stuck." Professional pride was heard in the voice of test engineer, V. Shchavelev. "However it skids, it nonetheless climbs out."

We returned back on rural country roads. On the twisting dirt road the vehicle drove easily, as if on a highway. On the superhighway we darted out of the town itself.

Well, that's all. The carrier successfully passed the final exams. Soon this vehicle will be sent to the troops.

"Our vehicle is quite reliable, but we continue to work on its perfection," the factory director shared his further plans. "In a word, army medical personnel, and civil defense subunits will receive the cross-country vehicle with broader capabilities."

When I was leaving the factory, a column of new frontline carriers came to meet me. The vehicles were returning from the firing range.

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ARMED FORCES

INDIVIDUALS RESPONSIBLE FOR IMPROVING ECONOMY, WORKPLACE

Moscow KRASNAYA ZVEZDA in Russian 24 Sep 83 p 2

Article by Captain 3d Rank V. Kocherov: "Don't Be Too Lazy to Bend Over"

Text Almost every day we observe things, beyond the outward regularity of which, are problems of no small scale.

Not far from your house, metal pipes, abandoned at some time by a builder, have been rusting all year and becoming worthless. You usually walk around them or step over them every time scolding, in spirit, the good-for-nothing owners and thinking about when will they finally put their yard in order.

Your colleague, while you day after day pore over the books, all day long exchange news with his wife on the telephone, and discusses with his friends the reasons of assignments and discharges in the unit, formation, and in the okrug. "When will they call him to order," you think wistfully, hearing his brisk, cheerful voice for hours on end.

Only we are called upon and must put his hard and his work room in order. That is the vital personal interest of each of us in all state and public affairs is a guarantee of order and a moving agent of progress. It is precisely this way that the Soviet people, in their majority, understand the demands of the party to be competent managers of the country.

Before me is one of the letters sent to the editorial staff, from a former military driver Aliaskhat Sayidov. He points out the facts of the lack of economy which he observed in one of the GSFG (Group of Soviet Forces in Germany) units, where he spent his term of service. "The limit of annual mileage on vehicles," writes the author, "was not sustained, we did not go to the limit."

I am pleased, to tell the truth, that having turned attention to the entire miserable fact, the author of the letter to the editorial staff is trying to explain with what it is connected--a great distance of the subunits from one other.

"Tire casings," Sayidov writes further, come according to an optimal mileage norm, but actually can last somewhat longer, and then they are written

off and discarded. Their cord is whole, not a single split, but all the same they discard them with no remorse."

If the author of the letter still somehow justifies an overexpenditure of gasoline as a duty necessity, then the heart of the driver simply exudes pain for the tire casings.

Sayidov not only points out the deficiencies, but also, particularly valuably, suggests positive measures on the economy of state resources. He posed the question, "Why discard the tire casings?." "Isn't it really possible to build up the tread and drive as far again. The casing costs not a kopeck, but a dear-price--108 rubles. It is possible to save more money; and money doesn't fall from the sky, the nation earns it by its labor."

You will agree that this is a person writing, knowing well the value of an earned kopeck, with a heart aching for the public good. Sayidov thinks the same way as does the party about economy. At the June (1983) Plenum of the CPSU Central Committee, the task was given to achieve judicious economy in everything--from a ton of metal to a kilogram of grain, as is said, in the big and small. In the small in particular.

They say a kopeck takes care of a ruble. But it is not only a matter of an economic affect. It is a matter rather, that is more important in our moral position with you, in our attitude towards the previous throwing in the dump of vehicle tire casings, in the level of economic thinking, a new type of thinking which the Communist Party urges to form.

From what does the forming of a new type of economic thinking begin? Distinguished Don Basin miner, twice decorated Hero of Socialist Labor Ivan Ivanovich Strel'chenko, with whom I had occasion to meet this past summer in the mine, "Trudovskaya," responded to this question simply, "From a habit towards order." It comes from the small.

On that day, Ivan Ivanovich took me around his underground property. After the descent in a cage, and then in a trolley and a long passage of the mine working we reached the 915 meter mark. Here the coal face began. Imagine a narrow, 200-meter manhole, 80 centimeters in height. In such a face, as Donets poet N. Antsferov wrote in one of his poems, miners like noble men work only lying down. I would make it more precise--and also sitting down.

When we overcame, more precisely crawled (Strel'chenko ahead and I, keeping pace, immediately following) the entire two hundred meters, swallowing coal dust, I wanted, in the closeness of the hot coal face, honestly speaking, one thing: to sit and drink at least a bucketful of water. And Strel'chenko? As soon as we climbed out to the illuminated, ventilated working, and stepped on a wooden flooring, laid along a conveyer belt with coal, Ivan Ivanovich suddenly bent over easily, as if there was no exhausting path behind, picked up something and threw it on the conveyer belt. This "something" turned out to be a lump of coal.

The habit to bend to get, by hard work at a great depth, a lump of coal, to bring order to the workplace after work, at the expense of reserves to plan the work time, a minute of which, as is known, on a countrywide scale, costs more than a million rubles--all this is inculcating economy and regard toward that which we call by a lofty word, the state. In this way, it is thought, the bases of new economic thought are being accumulated, the structural parts of which are initiative, socialist enterprise, and creative search for the paths leading to the best final economic results.

And that is why whenever they fostered in Strel'chenko a former Black sea sailor, a sense of being master of his own mine, he was able with his comrades, during his days as a brigade leader of drifters, not only to uphold the new narrowly-held combine, appearing absolutely hopeless at first, but to establish in it after months of failures, a world record for coal output.

"We all have a responsibility for the work of our mine," reads a slogan on the administration building of the mine of communist labor, "Trudovskaya." Here, I suppose, everyone is responsible not only for work of the mine, but also for the work honor of the Don Basin, for the entire working class.

In the fall of last year I had occasion to talk with the First Secretary of the Ilyshevskiy District Committee of the Bashkir CPSU, Hero of Socialist Labor T. L. Rakhmanov. Under drought conditions in the entire republic, the people of Ilyshev succeeded in achieving a record grain harvest. And I know how much effort Rakhmanov gave in order to attain this. Lieutenant Colonel A. I. Chervyakov from SAVO (Central Asian Military District), organizing a model farm, an adjunct to the mess hall, in the battalion, and V. D. Shvachkin who, despite considerable age, risked changing his customary work in the central board to the difficult work as director of PMK (Field Meat Processing Plant)-21, mastering the Non-Black Earth, are called to mind. Thanks to such managers our land gets better year after year.

We have many such people. To become a manager means to take today, now, quickly, the most ardent part in improving all aspects of our lives.

What prompted Sayidov to write a letter to the editorial staff? Conscience, I think. Conscience torments a person, gives him no peace. And so a half year after his discharge to the reserves he writes about that which pains his heart.

What can this be, so to speak, an ideal variant of his attitude towards shortcomings? He could have spoken out on these questions at meetings during his service in the unit. He could have tried to propose something. And he simply could have taken it on himself to lift out the vehicle tire casings, thrown out as "unwanted," but fit for use.

There are other examples.

The important one is--don't be too lazy to bend over.

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ARMED FORCES

JOINT SOVIET-POLISH MILITARY EXERCISES HELD

Moscow KRASNAYA ZVEZDA in Russian 1 Nov 83 p 1

[Article by KRASNAYA ZVEZDA correspondents Lt Col V. Kir'yazov and Maj N. Panyukov, Northern Group of Forces: "In Close Coordination"]

[Text] A sculpture composition holds the central place in one of the rooms of the Northern Group of Forces Combat Glory and Combat Cooperation Museum: Soviet and Polish soldiers are holding the colors in their hands. The composition symbolizes brotherhood and unity of the armies of two friendly nations.

In visiting many subunits of the Northern Group of Forces and the Polish People's Army we met at every step vivid examples of a display of brotherhood in arms and troop comradeship by soldiers of the two armies. A visit to a field camp for joint training of Soviet and Polish soldiers was especially indicative in this regard.

The motorized rifle company commanded by Gds Capt I. Varivonchik and the mechanized company of the Polish People's Army headed by Podporucznik [Lieutenant] Wlodzimierz Wysocki advanced swiftly in breaking through the "enemy" defense. Actions of both subunits were distinguished by a high degree of coordination and good tactical weapons schooling. At difficult moments of combat the sub-units' personnel helped each other out with accurate fire and skilled maneuver...

The words about mutual help and mutual assistance from the pledges made by Soviet and Polish soldiers prior to the exercise gained special meaning in these strenuous minutes of practice combat. The speech by Lt Wysocki at a meeting of the company circle of the Polish Socialist Youth Union came to mind. He spoke about sources of the great friendship of Polish and Soviet soldiers and about the grand combat traditions of our friendly armies.

On approaching the "enemy" forward edge the platoon commanded by Lt Marek Furmanczyk was halted by heavy fire. Lt Valeriy Ben'kovskiy's subordinates came quickly to the Polish soldiers' help. With accurate grenade throws the soldiers of our motorized rifle platoon helped their combat friends neutralize the weapon emplacement and renew forward movement. On the left flank Polish

combat engineers were helping out our platoon commanded by Sr Lt V. Voloshin in crossing a minefield which the "enemy" had laid unexpectedly ahead of the attackers with the help of a mobile obstacle detachment.

"All this indicates that in the joint camp refresher courses both our soldiers and the Polish soldiers worked excellently," remarked Lt Gen A. Kapochkin, the SGV [Northern Group of Forces] chief of staff who was observing the subunits' actions. "Such proficiency and coordination of the subunits on the battlefield would be impossible without regular practices and strenuous classes..."

Joint camp refresher courses already have become traditional for Polish and Soviet soldiers and have become a school of combat proficiency and a school of international indoctrination. Classes and practices during the camp refresher courses were held at a high methods level and in a competitive spirit. Personnel of both subunits devoted an especially large amount of attention to studying each other's experience.

"The Soviet friends helped us a great deal," said Lt Wlodzimierz Wysocki prior to the beginning of the tactical exercise. "We gained much of benefit for ourselves from the Soviet officers' practice of preparing and holding classes, especially in organizing practices for working the norms in teaching combat vehicle driver-mechanics driving under difficult conditions."

Some of the Polish driver-mechanics made mistakes in negotiating a treadway bridge and a minefield passage. The vehicles they drove often slipped during halts on an upgrade or downgrade. This was explained by the fact that according to existing conditions for performing driving exercises, the Polish soldiers had not had occasion to encounter many such elements. Capt Varivonchik offered his assistance to Lt Wysocki, who accepted the proposal happily and work got into full gear. Their proficiency grew from practice to practice and by the end of the camp refresher courses a majority of Polish driver-mechanics had begun to perform the driving exercises only for grades of good or outstanding.

Practices as part of international teams played an important role in perfecting tactical weapons schooling. Commands in Russian and Polish--"Forward!" and "Naprzod!"--often could be heard at the firing line...

The increased tactical weapons proficiency of both subunits was shown especially clearly in penetrating the "enemy" forward edge of defense.

"It can be said boldly that during the joint camp refresher courses the proficiency of our company's soldiers rose significantly," remarked Brigadier General E. Boloczuch, chief of staff of the Polish People's Army Slansk Military District. "We're trying to see that this company's experience becomes the property of all district subunits."

The tactical exercise was the final phase of the joint camp refresher courses, which became a new step in a further increase of combat readiness and a strengthening of the indestructible brotherhood in arms of Soviet and Polish soldiers.

The days of the refresher courses left a good imprint on the hearts of Soviet and Polish soldiers not only because of the effective combat training classes, but also the many interesting joint activities. At the initiative of Polish comrades, Soviet soldiers took tours during the courses to local industrial enterprises and met there with workers and members of the Polish Socialist Youth Union organizations. Both subunits jointly participated in a solemn ceremony of wreath-laying at monuments to Soviet and Polish soldiers who died in battle against Hitler's invaders for the freedom and independence of the Polish people. During time off from activities the Soviet and Polish soldiers held sports competitions and organized amateur performances. Circles for study of Russian and Polish languages operated in the subunits during the refresher courses. This also helped the personnel better understand each other and function cohesively in the tactical exercise.

...Farewells were said by personnel of the subunits which had completed the joint camp refresher courses on the front grounds of the field camp, where a red and white flag and a red flag fluttered on a tall flagpole. Lt Gen A. Kapochkin and Brigadier General E. Boloczuch presented valuable gifts to foremost officers and outstanding soldiers. The Soviet and Polish soldiers shook hands firmly with each other. All this again reminded us about that sculpture composition in the museum symbolizing the indestructible brotherhood of our armies.

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## ARMED FORCES

### OFFICER'S WORK STYLE CRITIQUED

Moscow KRASNAYA ZVEZDA in Russian 3 Nov 83 p 2

[Article by Col A. Buchin: "Individual Work Practice: After the Appointment"]

[Text] The closer subunit commander Capt A. Makhonin looked at the work style of his deputy Lt S. Usenkov, the more he was inclined to think that there had been a mistake with his appointment. It seemed even more annoying that he, Makhonin, had had the opportunity of choosing.

On that day when three lieutenants, military school graduates, arrived in the headquarters Makhonin just happened to be with the unit commander. The commander became animated after hearing the duty officer's report about the officer replacements.

"You see?" he said to Makhonin, "Speak of the devil! I was just saying that you would have a deputy within the next few days. So choose anyone."

That same day Makhonin went over the graduates' personal files, chatted with each one, albeit briefly, and rested his choice on Lt Usenkov. To tell the truth, he didn't stand out in any particular way and the subunit commander even liked his comrade Lt A. Stoychenko more (he was unhurried in his judgments and sober-minded), but one line in Usenkov's performance appraisal played the deciding part. Judging from everything, it was written based on results of troop OJT: "Active and inclined to display imaginative initiative in indoctrinal work."

Yes, this line in the performance appraisal marked the end of Capt Makhonin's vacillation over whether to choose Usenkov or Stoychenko.

From the very first days the deputy began impetuous activity. True, not everything turned out as it should have, but Makhonin was not particularly troubled at this. A young officer should have zeal, and experience would come. Usenkov drew up an extensive plan for working with the NCO's, and re-equipping of the reading room began under his direction. The deputy managed to be everywhere. He had just conducted a class himself, then was already attending a special training class with the team, then hastened to the firing range and to the guard... All this was without reminders, at his own initiative. And in the evening he again was in the barracks.

But in time Makhonin began to be worried. The lieutenant was energetic, he was trying, and he had no regard for personal time, but the return from all this was not great. For example, the methods arsenal of some NCO's in indoctrinal work left much to be desired, as Usenkov correctly noticed. He proposed setting up a permanent seminar for them where the NCO's could listen to experienced indoctrinators, fill in their store of knowledge in military pedagogics and psychology, and exchange foremost experience. It was a good idea, but it just was not implemented. Only two classes were held and the "permanent" seminar ceased to function. The reason was that by this time the deputy was burning with the new idea of analyzing the individual indoctrination work practice of the commander of one of the best teams, generalizing foremost experience and making it everyone's property. The only result was that a thin folder with conclusions and recommendations of the most general nature was generated. Of course, a young officer or warrant officer who familiarized himself with it would find little of use for himself.

Many other initiatives of Lt Usenkov also died on the vine, as they say. They did so because although he himself had inexhaustible suggestions and plans, at the same time he seemingly would skim the surface and was not accustomed to finishing a job.

Capt Makhonin realized that the deputy had to be taught, for it was impossible to consider seriously that a school graduate is a ready-made indoctrinator no matter what abilities had been noted in him. Even those who had solid experience in duty and in working with people constantly learn. It cannot be otherwise.

Capt Makhonin pondered how to correct him and teach Usenkov. Would it happen where he would begin to act with a backward glance, or even entirely cease to display activeness in working with people? Capt Makhonin remembers such incidents. He arrived in the unit together with Lt A. Latritskiy after school. Latritskiy was unlucky. He joined in the affairs of service with great desire and enthusiasm, but he made one mistake, then another... His immediate superior told Latritskiy at that time: "Do you know what, Comrade Lieutenant? Let's come to an agreement. Show less independence and do what you are told better. Then it will be more correct." And in time Lt Latritskiy, who was spirited, restless and always oriented on a search for new things, wilted. He wilted beyond recognition. Now he is deputy commander of a subunit. "Diligent" is what is said about him, with nothing more added.

It was not for nothing that Capt Makhonin turned over different variants of how to help Usenkov reorganize his work style. The subunit commander found the most suitable one after all...

WO K. Samoylin, who had just arrived in the unit, had taken over one of the teams. It will be no exaggeration to say that he knew equipment like the back of his hand, but with respect to subordinates he would function more and more by peremptory shouting. It wasn't because they were driving him out of his wits by their lack of execution. The warrant officer chose that method, in his own words, "as prophylaxis." As was to be expected, however, the reverse effect resulted. Prior to this there had been no infractions of military discipline in the team, and now they appeared.

The subunit commander assigned Lt Usenkov to work in the team and find out what was the matter. As always, Usenkov took up the assignment with enthusiasm and after approximately a week reported:

"Hardly anything will work for WO Samoylin. He doesn't like to work with people and isn't capable of it."

"You should have helped Samoylin reform," said the subunit commander.

"I did spend much time on him. His deficiencies were pointed out. How else is it possible to help him? If you begin to work in the team commander's place he quickly will become accustomed to this and will cease troubling himself at all..."

"It is of course unsuitable to substitute for him," nodded Makhonin in agreement, "but he still has to be helped. Let's ponder together how best to do this..."

In individual work with people Capt Makhonin assumes that every person has something good in his character and one only has to rely skillfully on him. Take WO Samoylin. What positive quality shows up in him more clearly? A love for equipment. It can be said that he is an example for subordinates here. But then why don't the soldiers always follow the commander's example? Because they also see something else in him: Samoylin often lacks tact and self-control, and he is crude toward people. And so that very virtue which he has is reduced to naught, as it were. It seemingly is simple to get rid of the deficiency, but that is only at first glance...

Lt Usenkov of course realized that the subunit commander was cautioning him not to shoot from the hip in undertaking to help WO Samoylin. As subsequent events showed, however, Usenkov did not fully succeed in maintaining this position.

Literally two days after this discussion WO Samoylin came to the subunit commander with a complaint against Usenkov:

"Lt Usenkov is nagging me and isn't letting me work quietly."

Samoylin had just left when the deputy appeared, also offended:

"WO Samoylin tried to undermine my authority in subordinates' eyes."

The incident arose as follows. Samoylin was holding a special training class with Usenkov attending. The class instructor called Pvt N. Gorbunov to the board. The soldier's appearance was mediocre: rumpled uniform and dirty boots.

"What kind of appearance do you have?" asked the team commander, immediately incensed. "Were you at the morning inspection today? No?! Who authorized you to be absent?" asked Samoylin raising his voice and seemingly ready to blow up entirely when Lt Usenkov intervened, telling him to conduct the class and then look into this.

WO Samoylin somehow wilted immediately. Later the simulator began acting up and the flow of the class was disrupted. Samoylin looked for the trouble while the men sat and were bored. The lieutenant went up to the warrant officer and said quietly:

"Hold the class without the simulator. Training time can't be wasted emptily."

"We can't get by without the simulator," said the warrant officer. Then he was silent and added: "You should help us, Comrade Lieutenant."

Usenkov bent over the panel. He checked one unit, then another. Everything was in order and the simulator should have operated. But why didn't it? It turned out to be a very simple malfunction--a fuze had burned out.

Lt Usenkov was ready to sink through the floor from shame. Then came the conjecture that Samoylin had arranged this especially.

Whatever the case, the incident managed to be straightened out. It was largely because after cooling off both Samoylin and Usenkov saw their own blame in what happened. Lt Usenkov drew one other important conclusion for himself. At one time he had told the subunit commander about the warrant officer that he lacked patience and made hasty decisions. But Usenkov himself almost made the same mistake.

Later Usenkov himself now turned to the subunit commander when difficulties arose in working with people. After two years he left for an advancement. Capt Makhonin repeated in Usenkov's performance appraisal the very same phrase which had been in the graduation efficiency report: "Active and inclined to display imaginative initiative in indoctrinal work." Now there was confidence that no one would have doubt any longer about the correctness of this conclusion.

6904

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ARMED FORCES

COMMANDER COMMENTS ON MEANING OF EFFICIENCY

Moscow KRASNAYA ZVEZDA in Russian 18 Nov 83 p 2

[Interview with Col Gen K. Kochetov by correspondent Lt Col M. Malygin; date and place of interview not given: "A Commander's Efficiency"]

[Text] Efficiency.... It is acquiring increasingly greater significance to the modern executive in conjunction with the growth in the scale and complexity of our tasks. Many readers of KRASNAYA ZVEZDA have written about a commander's efficiency, about creativity in an officer's activities. In particular, such letters have been sent from the Southern Group of Forces. Lieutenant Colonel M. Malygin, our permanent correspondent for the Southern Group of Forces, acquainted Colonel General K. Kochetov, the commander of the group of forces, with some of these letters, and he asked him to state his opinions on them.

[Question] Comrade Colonel General, I would like to begin our interview with a letter written by Senior Lieutenant Yu. Dyagilev, who raised the following question: How do we define a commander's efficiency, what criteria should we follow when we evaluate it? Similar questions are raised in letters by Major A. Krivenko and Lieutenant A. Solov'yev.

[Answer] First of all I must emphasize that the interest readers display in improving the work style of executives is natural. It was emphasized at the June (1983) CPSU Central Committee Plenum that assertion of a Leninist work style--the style of an efficient, innovative individual permeated with high ideals and with an intolerance of all stagnation--is one of the most important prerequisites of successful movement forward.

Of course, the role of a commander's efficiency is growing larger and larger. The reason this quality has special significance to the military executive can be found in the uniqueness of army service itself, which would be unimaginable without accuracy, diligence and organization raised to the highest limits.

To be an efficient commander means, first of all, to be a competent organizer who knows his work and who knows how to practically organize it so as to insure unfailing high-quality fulfillment of orders, combat and political training

plans and competition pledges. It stands to reason that efficiency would be meaningless in the absence of the ability to work with people, to rely upon collective experience and to provide subordinates with the freedom of initiative.

There are many truly efficient commanders, political workers and staff officers in our group of forces. Take as an example Lieutenant Colonel Aleksandr Aleksandrovich Ipatov, commander of a tank regiment. The unit under his command is one of the best in the group of forces. Deep penetration into all problems of combat and political training and personnel indoctrination, and I would even go so far as to say an investigative approach toward them, is typical of Communist Ipatov's work style.

Let me dwell on one example. Officers in the battalion commanded by Lieutenant Colonel V. Zhuk were observed to underestimate the value of modern technical training resources. Some company and platoon commanders were disbelieving of the possibilities of the trainers with which the artillery training school was equipped. They explained their position as follows: A trainer is no substitute for real fire. Such contrasting of one against the other is clearly incorrect. Moreover we could not let such prejudice toward innovations remain unattended.

Lieutenant Colonel Ipatov went to the training center together with the battalion. There, he conducted a demonstration lesson on the use of the trainers. Then he systematically monitored the organization of combined tank and infantry training sessions in the battalion, making sure that the trainers were used to the maximum. Test firing practices conducted a month after the demonstration lesson confirmed the effectiveness of the new procedure.

True efficiency also distinguishes officers V. Grechaninov, V. Shamshin and V. Aleykin. Their military collectives completed the training year successfully and they fulfilled their competition pledges. I make mention of this with the purpose of emphasizing that the main criterion of a commander's efficiency is made up of the final result of his work, a high level of combat readiness, discipline, organization and a healthy moral atmosphere in the subunit and unit.

However, it should be noted that such an efficient, creative style is not inherent to all commanders, as was also confirmed by the year's results. Not all of them know how to couple words and deeds together with a strong drive belt.

[Question] Readers write about this issue as well, incidentally. Captain V. Khokhlov and Senior Lieutenant I. Sokal'skiy, in particular, emphasize the role of personal example in creating an atmosphere of efficiency and party exactingness in a collective. As an example one of the officers brings up a case involving an unworthy position taken by a communist executive.

[Answer] I am aware of this incident, and I cannot but agree with the letter's author when he says that such phenomena are impermissible. Let's look at the

facts. The reference is to the serious deficiencies in the work of unit commander Lieutenant Colonel V. Tykalyuk. He made a passionate appeal to his subordinates in meetings and conferences to strengthen military discipline and to preserve socialist and military property. But what value did his appeals have? It was discovered that he covered up mistakes, and then he himself committed violations and abused his official position. All of energies were absorbed by cover-ups of shortcomings and by an effort to improve outward appearances and substitute reality by the way one would want things to be. This had a serious effect on the entire situation in the unit. It became a source of complaints submitted to the political directorate and the group headquarters. One of the letters aptly noted: "What Tykalyuk says and what he does are diametrically opposed to each other."

Of course, this "efficiency," if we may be permitted to use the term, of Lieutenant Colonel Tykalyuk received a fundamental assessment. He was dismissed from his post, and the party organization strictly reprimanded him.

It was emphasized at the June Plenum of the CPSU Central Committee that visuality, open discussion of successes and failures and participation of executives of all ranks in political indoctrination create that social climate within which people work well. Our army life provides numerous confirmations of the validity of these words.

Let me cite the example of the Guards Air Fighter-Bomber Regiment imeni 50-Letiye SSSR, which has earned four orders, as an example. The commander, staff and party committee are perpetually concerned for creating an atmosphere of efficiency and a sense of principle in evaluating achievements. The communist executives are personal examples of persistence and concreteness in their work, an example of discipline and organization. All of this promotes creation of a healthy moral atmosphere in the collective. It is no accident that no complaints or requests ever come to higher authorities from this unit. The fact is that all problems in the regiment are solved locally, that officers listen to the opinions and requests of the people.

[Question] It is noted in a number of letters from readers, particularly from Senior Lieutenant V. Kravchik and Captain V. Grachuk, that an officer's evaluation is sometimes based primarily on his ability to "push things through," to "scrounge," and so on. And this is called efficiency. I would think that another work should assuredly be entertained.

[Answer] There is such a word: utilitarianism. It can be defined as attempting to use concern for progress in behalf of the common cause as camouflage for illicit resourcefulness, servility and excessive concern for one's own welfare. Unfortunately, such "efficiency" is taken to be real by some chiefs, though there is nothing real about it in fact. This happens when a superior lacks objectivity, principles and, I would say, party maturity in evaluating the work qualities of his subordinates.

Thus for example, it was not long after graduating from the academy that Lieutenant Colonel G. Murashkin was appointed unit deputy commander. It was noted in the officer's graduation certificate that he possessed good

organizational capabilities. But what was found to be the real target of these capabilities? Creation of the external appearances of efficiency. Unfortunately we must assert that Lieutenant Colonel Murashkin did not justify the hopes he raised. He was unable to handle his responsibilities. Even though it seemed that he had all the possibilities for fruitful work. At first he did apply a certain amount of effort to organize the training process and to improve the training material base. But because he was neglectful of people and intolerant of party criticism, and because he permitted inconsistency in his actions and violations of moral norms in his personal life, Lieutenant Colonel Murashkin was unable to gain respect, and he fell short of what was expected of him. Naturally an executive who permits such things to happen is not entitled to hold such an important position.

Elements of utilitarianism are also manifested by some other commanders. Thus there is that much greater a need for raising exactingness toward personnel and intensifying moral indoctrination. The role of the communist executive's moral example is exceptionally great. He is always in the public eye, and the higher his position, the greater are the responsibilities he carries. Those who forget this, who succumb to this unique sort of "altitude sickness," are in jeopardy of serious failure.

The party organization, which is called upon to assert an atmosphere of high exactingness and adherence to principle in the collective, plays the decisive role in preventing "altitude sickness" and the decline into utilitarianism.

[Question] To conclude, the letters of some readers pose the question as to how one learns efficiency. This was asked by Lieutenant Colonel M. Mal'tsev, Senior Lieutenant S. Vladyshin and other officers.

[Answer] We must obviously begin with deeply assimilating the requirements of the party associated with improving work style, and being intolerant of all manifestations of formalism, lip service, red tape and bureaucratic obstructionism.

Life persuades us that those commanders who organically unite organizational qualities with deep ideological conviction and a mature moral position attain the most substantial results. And high competency, strong professional habits and facility with effective methods of personnel training and indoctrination represent, if I may use the term, the strongest foundation of a commander's efficiency.

It seems to me that one of the most reliable ways of improving work style is to introduce the experience of the best commanders. Unfortunately this is not being done everywhere. We still encounter cases of the stagnant force of inertia, of adherence to old ways in our work.

During one exercise conducted at the end of the training year I came across cases of stereotypy in the actions of battalion commander Major A. Globenko and exercise leader Lieutenant Colonel S. Storublev, who had incidentally attended a demonstration lesson prior to it. This is precisely a case where efficiency was not displayed.

To learn efficiency means to learn to work with people, to envision the indoctrinational consequences of each of our decisions. A commander's efficiency implies the ability to rely on the party organization, and to critically conceptualize what has been done. Real efficiency is a combination of competency and practical thinking with a broad political outlook, and of resourcefulness with creative initiative. It is precisely upon this definition of efficiency that the military council of the group of forces orients commanders and political workers. It is precisely from this point of view that unit and subunit communists are examining the problems of improving work style at the present party election meetings.

An orientation toward work and not toward thunderous words is what we need most of all today, and was emphasized by CPSU Central Committee General Secretary, Chairman of the Presidium of USSR Supreme Soviet Yu. V. Andropov. This far-reaching statement precisely reflects the essence of efficiency. It gives us the key to the real solution to both long-range and current problems. Including the problems of preparing for the new training year now assuming the forefront. Critically analyzing our achievements, we are concentrating our attention on unsolved problems, on seeking new reserves for raising combat readiness.

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ARMED FORCES

MOTOR TRANSPORT SUBUNITS ASSIST IN 1983 HARVEST

Moscow KRASNAYA ZVEZDA in Russian 22 Nov 83 p 1

[Article by Lt Gen Tank Trps G. Turshatov: "Soldiers' Contribution to the Food Program: Shock Labor for the Motherland"]

[Text] The harvesting season has come to an end on the country's fields. This year, as was noted at a solemn meeting in the Kremlin, dedicated to the 60th anniversary of the Great October Socialist Revolution, more grain, potatoes and sugar beets were raised and procured than last year. Military drivers hauled a significant portion of the 1983 harvest from the fields, delivering it to the threshing grounds, elevators and storehouses. At the request of a TASS correspondent, Lieutenant General of Tank Troops G. Turshatov describes the contribution made by soldiers of motor transport subunits to the work of the laborers of the fields.

The results of the socialist competition among collectives of motor transport battalions that hauled the 1983 harvest to its destinations were recently summarized. Fifty-six million tons of agricultural products were hauled just from the kolkhoz and sovkhoz fields of the Russian Federation. In the country as a whole, meanwhile, over 80 million tons were hauled away. Such was the contribution made by soldiers of motor transport subunits to implementation of the Food Program. Motor transport battalions of the Moscow, Belorussian, Carpathian, North Caucasus and Volga military districts attained high results in their work, in preservation of the equipment and in discipline.

A socialist competition is presently underway with the slogan "Our shock labor on the fields of the motherland in behalf of the third and central year of the 11th Five-Year Plan!" It was initiated by the Komsomol organization of the motor transport battalion commanded by Colonel B. Turok.

As a rule the military drivers were placed within the composition of harvesting and transport complexes and units, and during the days of the mass harvest they worked 10-12 hours a day together with rural machine operators, surpassing the standard by a factor of 2-3.

Having finished the harvesting season in the southern and western regions, the military subunits continued their work in the east. Their movement many hundreds of kilometers by rail and on their own power was well organized.

The successes attest to the high political consciousness of the soldiers and to their patriotic desire to fulfill their government assignment in outstanding fashion. They were also the result of considerable political indoctrination work conducted by commanders, political workers, party organizations and local party soviet organs. Despite their exceptionally high work load, our active Komsomol members found the time to meet with the young. They held more than 300 lessons of bravery and over 150 discussions with preconscripts, and they helped to organize "Zarnitsa" and "Orlenok" games.

Hundreds of soldiers were awarded medals of the Exhibition of the Achievements of the USSR National Economy owing to their competition results. Those among them who distinguished themselves the most were awarded gold medals. They included privates V. Ivanov and A. Troshin from the Moscow Military District, I. Mishko from the North Caucasus Military District, T. Nikhmanzyanov from the Carpathian Military District, V. Psirevskiy from the Kiev Military District and A. Abashin from the Belorussian Military District. A large group of servicemen were awarded money prizes and valuable gifts. The subunits were awarded perpetual red banners of the RSFSR Ministry of Agriculture, the Kazakh SSR Council of Ministers, the Komsomol Central Committee, oblast party committees and oblast executive committees on more than 100 occasions.

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## ARMED FORCES

### MILITARY-PATRIOTIC EDUCATION OF YOUTH

Vilnius KOMMUNIST in Russian No 9, Sep 83 (signed to press 22 Sep 83) pp 92-95

[Article by Maj Gen Arty V. Mitskyavichyus, military commissar of Lithuanian SSR: "Military-Patriotic Indoctrination of the Youth"]

[Text] The tense international situation, the unchecked arms race unleashed by imperialist states and the United States above all, and the real threat of thermonuclear war which has arisen force us to take additional steps to reinforce further the country's defense might, to improve the Soviet Armed Forces, and increase the readiness of the Soviet people, and particularly the youth, to defend peace against any encroachment of the imperialist aggressor and fulfill military duty conscientiously. This was said anew at the June 1983 CPSU Central Committee Plenum.

Our country has set up a precise system for military-patriotic indoctrination of the youth and for their preparation for military duty. The party coordinates the efforts of all interested state and public organizations and each year under its direction comprehensive plans of military-patriotic indoctrination are drawn up for organizations and creative unions. Soviet and Komsomol agencies, military commissariats, the Voluntary Society for Cooperation with the Armed Forces, the "Znaniye" Society, press, radio and television make a ponderable contribution to the cause of military-patriotic indoctrination.

Activities of the All-Union Tour to Places of Revolutionary, Combat and Labor Glory of the Soviet People, faculties of military-patriotic indoctrination of people's universities, meetings with veterans of the Great Patriotic War and the partisan movement, series of lectures on military subjects, the "Orlenok" and "Zarnitsa" militarized games, competitions in applied military sports, ties with military units and so on have become popular and massive in the republic. Ceremonial send-offs of young men to the ranks of the Soviet Army and greetings of those who have served their time have become traditional in republic cities and rayons.

The All-Union Komsomol-Youth Tour to Places of Revolutionary, Combat and Labor Glory of the Communist Party, the Soviet People and Their Armed Forces should be singled out among the numerous forms of military-patriotic indoctrination of the youth. Some 700,000 persons took part just in activities of the tour's 11th phase.

The first phase of the search expedition "Great Patriotic War Annals" recently took place in the republic. Komsomol members, the youth, Young Pioneers and schoolchildren are taking part in it. The purpose of the expedition is to compile the rolls of all Great Patriotic War veterans, participants of the partisan movement and underground workers and to fill out questionnaires and personal records of veterans.

A number of activities in the republic's cities and rayons took place in connection with the 40th anniversary of battles at Moscow, Stalingrad, Kursk and Orel. The republic's young people took an active part in these activities. Everywhere there were warm meetings with battle participants, lectures were given and there were theme nights and viewings of films.

Republic workers are preparing to celebrate the 40th anniversary of liberation of Lithuanian SSR territory from the fascist invaders. The Lithuanian people never will forget their liberators. Over 80,000 soldiers fell in fighting for our republic. Over 300 soldiers received the title of HSU for exploits performed on the territory of Soviet Lithuania. There are 138 Heroes of the Soviet Union who sleep forever in fraternal graves on Lithuanian soil.

The grateful hearts of Soviet Lithuania's workers will preserve forever memory of the heroic exploits of Soviet soldiers. On a high hill at Krizhkalnis where the republic's main highways intersect a monument rises to the Soviet Army-Liberator. A bronze figure of a Lithuanian woman with an oak branch in her hands seems to take in Lithuania with her gaze in bringing thanks to the soldier-liberators.

This is one of 118 memorials and monuments erected by the Lithuanian people in honor of soldiers who liberated our land from Hitler's yoke and who won the great Victory. Impressive monuments rise in Shyaulyay, Alksnин and Vilnius. People come to these memorials both on holidays and ordinary days. Komsomol cards are presented here and there are Young Pioneer parades...

It is the duty of party agencies and of soviet and Komsomol organizations to prepare worthily for the glorious 40th anniversary of liberation and see to it that all activities timed for this date take place in an organized fashion at a high ideological level and become an important element of the international and patriotic indoctrination of the republic's youth.

The young people's All-Union Memorial Watch dedicated to the 38th anniversary of the Victory and held in early April of this year in the city of Vilnius became an impressive national holiday. People in the republic don't forget the exploits of partisans and underground workers during the Great Patriotic War. For example, in July 1983 a ceremonial rally was held in Milyunay, Rokishkskiy Rayon, dedicated to the 40th anniversary of the Partisan Unit [soyedineniye] imeni Zhemayte. Many impressive activities take place at former partisan bases in Rudninkay, in the Antanaysk Forest and in Inklerishkes.

The aforementioned activities and tours are of enormous importance in indoctrination of the youth. They broaden the horizons of young people and they have a

lively feeling of how the entire country lives and at what cost victory was achieved. Such meetings and tours, which closely tie the present with the past, enrich the concept of Motherland, prompt pride in the Soviet people's exploits and instil noble feelings of Soviet patriotism.

The participants of these meaningful tours collect material and new data about past battles and victories and about creative everyday labor. The republic now has 200 public museums and over 1,200 rooms and corners of combat and labor glory. They speak in the persuasive language of documents and facts and prompt people to learn a feeling of duty and dedication to the socialist homeland from the older generation.

Military-patriotic work performed in the republic shapes high and noble feelings of allegiance to the Communist Party, love for the Motherland and the Soviet people and readiness to defend socialism's achievements from the enemy. The 26th CPSU Congress emphasized that it is the party members' sacred duty to bring up the workers in a spirit of Soviet patriotism and socialist internationalism and instil in them a pride for belonging to a single great Soviet Motherland. A broad field of endeavor opens up here before every party and Komsomol organization. This work is being carried on especially well in Vilnius, Shyaulay, Klaypeda, Raseynskiy Rayon and in many other cities and rayons of the republic, but some party raykoms must give considerably more attention to this important area of youth indoctrination.

The primary form for preparing young people for military service is basic military training. During a little more than 15 years since basic military training was introduced in all schools of the Lithuanian SSR the necessary physical-technical facility has been created providing for a high organizational and methods level in conducting classes. The cadres of military instructors have grown. Eighty percent of them are reserve officers, 62.2 percent are party members and 62.8 percent are people with a higher education.

The Leninskiy and Oktyabrskiy rayons of the city of Vilnius, Shyaulay, Panevezhis, Kapsukas, N. Akmyanskiy and Vilnyusskiy rayons stand out in outfitting of the training facility and level of instruction methodology. The military commissariats and public education departments here maintain close mutual ties, and party, soviet and Komsomol agencies devote much attention to military training.

But in some rayons and several schools of Prenayskiy, Shalchininskii, Anikshchayayskiy and Ukmengskiy rayons insufficient attention is being given to basic military training. The physical facility has been neglected here and there is insufficient interest in improving the qualifications of military instructors. Many rayons still have not resolved the problem of firing ranges and not all the republic's educational institutions have firing ranges or tactical training compounds.

Very much depends on the military instructor in the school but we are performing insufficient work to reinforce military instructor cadres. Sixteen percent of the republic's military instructors have not served in the Army. Just what kind

of instructors do they make? Almost every third one of them does not have a higher education. Not enough attention is being given to selecting military instructors from among reserve officers. Very few candidates from our republic are selected for training at Tallinn Pedagogic Institute's faculty of physical education and basic military training.

Through the efforts of military commissariats, sports committees and public education agencies successes have been achieved in recent years in the physical training of young people. Each year there is a growing number of category-holders and GTO [Ready for Labor and Defense] emblem wearers, but the quality of their training leaves much to be desired. In 1982, for example, during registration of the young people in Akmyanskiy, Kupishkskiy, Shvencheskiy, Ignalinskiy, Shilalskiy, Shalchininkschiy and certain other rayons only 24-66 percent of draftees had GTO emblems and we already had sent all draftees with such emblems into the Army. It follows that GTO emblem wearers are prepared hastily right before call-up into the Army. The athletic facility also is poor in these rayons.

Military commissariats together with DOSAAF organizations and with vocational-technical schools perform much work to prepare technical specialists for the Soviet Armed Forces. The republic's specialist training plan constantly is fulfilled and good quality of specialist training is noted in Lithuania, but here too there are substantial deficiencies. For this reason supervision has to be reinforced over DOSAAF training organizations and vocational-technical schools and there must be an even higher quality of specialist training.

Party and soviet agencies, military commissariats, Komsomol organizations, and public education and health agencies are doing more and more each year to improve the preparation of young citizens for military duty.

Best results in socialist competition for best indicators in military-patriotic indoctrination of the youth and their preparation for military service were achieved by the following: Klaypeda, Oktyabrskiy and Leninskiy rayons of the city of Vilnius among cities and city rayons; Prenayskiy, Shvenchenskiy and Radvilishkskiy rayons among the rural rayons. Last places were occupied by N. Vilnya, Panevezhis and Panyamune as well as Anikshchyayskiy, Kretingskiy and Pasvalskiy rayons respectively. We conducted the spring call-up in an organized manner.

It should be noted that the emissaries of Soviet Lithuania in the Soviet Army perform their civic and patriotic duty to the Motherland conscientiously. Military commissariats, labor collectives and public organizations receive many letters and comments from the military subunits about good service by young lads from the Lithuanian SSR. Many of our soldiers have been decorated with governmental awards and even combat orders and medals for distinction in performing military duty.

One of the most thorny issues which was resolved with no small effort last year as well is the selection of candidates for higher military schools, but certain improvements already are noticeable in this important job. Interested

organizations of Shyaulyayskiy, Telshyayskiy and Radvilishkskiy rayons have improved their work considerably in the selection of young people for entry to higher schools. Meanwhile this work is being carried on poorly in Lazdiyskiy, Anikshchyayskiy, Kayshyadorskiy, Kretingskiy, Raseynskiy, Ionishkskiy, Mazheykskiy, Pasvalskiy and Skuodasskiy rayons.

What are the primary reasons for which established quotas are not being filled? First of all, the military commissariats still are not cooperating enough with local party and soviet entities and with Komsomol organizations. An on-the-spot analysis of this work indicates that questions of the selection and preparation of candidates for higher military schools are discussed rarely in Komsomol gorkoms and raykoms. Little attention is given to this matter by school Komsomol organizations and even by military instructors.

A good knowledge of the Russian language is an important matter to which attention was directed once again at the June CPSU Central Committee Plenum. Recently the CPSU Central Committee and USSR Council of Ministers adopted a special decree on this issue. It is the task of party entities to create conditions contributing to Russian language training of the republic's populace. It should be noted that much has been done in the Lithuanian SSR in this direction but not yet all young lads being sent for service in the Soviet Army have a sufficiently good mastery of the Russian language. Considerably more attention to Russian language training must be given in Anikshchyayskiy, Yurbarkskiy and Panevezhskiy rayons.

The republic has many opportunities to improve the military-patriotic indoctrination of the youth. It is a common task of local party, soviet and Komsomol agencies, public organizations and military commissariats to make fuller use of them and prepare worthy replacements for the Soviet Army.

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ARMED FORCES

CENTENNIAL OF MARSHAL A. I. YEGOROV NOTED

Documents From Yegorov's Lifetime

Moscow SOVETSKAYA ROSSIYA in Russian 23 Oct 83 p 4

[Article by A. Nenarokov, candidate of historical sciences]

[Text] I have already been working for more than 10 years with documents and materials relating to the life of one of the first Marshals of the Soviet Union and hero of the Civil War Aleksandr Il'ich Yegorov. We will be marking the 100th anniversary of his birth on 25 October of this year. Everywhere, beginning with co-workers at the archives and libraries, museums and editorial offices and ending with schoolmates in Buzuluk or Aleksandr Il'ich's comrades-in-arms, I met more than simple support and help. The personality of the outstanding man arouses a feeling of great affection and deep respect from representatives of the various generations. His name is linked with the victories over Denikin and the White Poles, the rout of Petlyura and Makhno's bands in the Ukraine, with the suppression of the counterrevolution actions of "Islamic Ittihad" [Turkish "Unity and Progress Party"] in Azerbaijan and repelling bandit raids into Armenia from Persian and Turkish territories. Yegorov was one of the few to be decorated with what at that time was the Motherland's highest military award, the Order of the Red Banner. Two of these were the Order of the Red Banner of Georgia and Azerbaijan.

Aleksandr Il'ich greatly contributed to the construction of the Red Army. In the summer of 1918 in a special report to V. I. Lenin he raised the question of a single, authoritative agency to head the armed forces of the republic. In 1922 he proposed introducing one-man control into the Armed Forces. In 1924 he was on the commission investigating conditions in the army. The commission's results were reviewed by the RKP(b) [Russian Communist Party (of Bolsheviks)] Central Committee Plenum which adopted a special resolution that became the program for RKKA [Workers and Peasants Communist Army] reconstruction.

A. I. Yegorov was a member of the Revolutionary War Council from May 1924. At various times he commanded the Caucasus Red Banner Army, the Ukrainian Armed Forces and the Crimean and Belorussian Military Districts. On 17 April 1931 Yegorov was appointed chief of staff for the Red Army and

after its reorganization in 1935 into a General Staff, he became the first Chief of the General Staff. Subsequently he was the Deputy People's Commissar of Defense for the USSR. At the 17th Party Congress Yegorov was selected as a candidate-member of the VKP(b) [All-Union Communist Party (of Bolsheviks)] Central Committee.

Who was this Commander Yegorov?

In December 1919 John Reed arrived at the headquarters of the Southern Front in Serpukhov. After meeting with commanders and political workers the famous American journalist, who was later one of the founders of the American Communist Party, wrote in his so-called "Russian notebook": "Yegorov is the commander of the Southern Front. He is tall and sturdily built. He has a somewhat rough, good-natured face, with a flattened nose. His eyes are deep-set. He chuckles...."

The writer Galina Serebryakova saw Yegorov for the first time in spring 1924 in the Transcaucasus. To her he was the "model soldier."

"He had a swagger and was precisely attired--she recalled--with a ramrod straight back, thin waist held in with a belt. His light and confident manner testified to his training. After supper Yegorov was selected as toastmaster. He was noted for his ability to think up bombastic toasts. He could excite curiosity with clever stories about the bygone Russian hinterland, prospectors and different worldly-wise people.... He had an enviable strength of opinion and a conviction in the correctness of his chosen goal...."

Today we are publishing one of Yegorov's letters to his daughter Tat'yana that was preserved in the family archives. Here also are some documents that characterize this legendary Red commander and a photo of eminent Soviet military leaders.

"Dear Tatusya [Tat'yana]!

"Greetings and best wishes for health and success in your studies. Enclosed in this letter is a certification for you to present at the conservatory. I hope you will study hard and will become a developed, intelligent student. Join the Young Leninists and then the Komsomol. Get acquainted with, adapt and develop political knowledge in order to become an enlightened and politically conscious worker. Study hard. You must understand everything clearly and when you don't understand, ask. Without science, which our youth must master and understand, we cannot conceive of developing our Soviet State. You must be devoted to the Soviet state of workers. Tat'yana, write me about your studies, where your successes are, about the Young Leninist organization, about work in that organization, what you like and dislike, how studies are given. Write more often. If possible I will visit you. Be sure to study some language (French, German or English) so that you know it well.

"I kiss you."

From a testimonial given by the Revolutionary Military Council of the South-western Front and signed by S. I. Aralov, R. I. Berzin and N. N. Petin:

"The tremendous results of Comrade Yegorov's creative activities are imbedded in the enviable quality of his identity as a commander.... First is the ability to correctly evaluate the strategic situation of the protagonists, the clarity and omnipresent courage in organizing the basic mission during the tireless field work necessary to achieve success. Second is the skillful use of all types of equipment which is based on the careful study and clear understanding of their roles in military operations. Third is the in-depth familiarity and continuous attention to progress in military thought and theory. Fourth is the expansive, creative initiative expressed in the idea (and its realization) of using to achieve strategic goals the principle of a singly controlled maneuver strike by mass cavalry as the decisive factor for success in the civil war (Budenny's army).

An excerpt from an order by the Revolutionary Military Council of the Republic:

"The commander of the 10th Army, Comrade Aleksandr Il'ich Yegorov, is awarded the Order of the Red Banner for the following meritorious service:

The enemy, with the objective of breaking through the 10th Army at Pletnev, attempted the whole time to split the army in two by enveloping the flanks and to destroy each part separately. Comrade Yegorov resolved not to let the enemy complete this plan, thereby saving the remaining units. He personally took command of the 4th and 6th Cavalry Divisions and attacked. Despite desperate enemy resistance, especially by infantry units, Comrade Yegorov, through a head-long charge, crushed them and threw them onto the southern bank of the Sal River. Through this hard attack all enemy infantry located on the northern bank (approximately 2-3 regiments) fell into our hands. Some were captured and some were slaughtered. We captured outstanding trophies, including rifles and machine guns. Comrade Yegorov was wounded in one of these attacks but, in spite of a rather serious bullet wound completely through the collar-bone region and significant hemorrhaging, he remained on the battlefield until the deputy he called for arrived.

Photo caption (omitted): from left to right: S. S. Kamenev, K. Ye. Voroshilov, S. M. Budenny, M. N. Tukhachevskiy, A. I. Yegorov.

#### In Defense of the Revolution

Moscow KRASNAYA ZVEZDA in Russian 25 Oct 83 p 2

[Article by Colonel (ret) N. Azovtsev, doctor of historical sciences, professor, Honored Scientist RSFSR]

[Text] Aleksandr Il'ich Yegorov holds a fitting place in the pleiad of outstanding military leaders advanced and educated by our Leninist Party. His name is linked with many of the young Red Army's victories in the civil war

and the foreign military invasion. He did much to strengthen the Armed Forces in later years.

Today A. I. Yegorov would be 100 years old. He was born 13 (25) October 1883 to a petty bourgeois family in the town of Buzuluk (what is now Orenburg Oblast). He began military service in 1901. During the First World War he was on the front, commanding a company, battalion and regiment and was wounded five times. He received a number of military decorations for bravery and courage and was promoted to colonel in 1917.

A. I. Yegorov whole-heartedly accepted the October Revolution. His political views were like those of the left socialist-revolutionaries, but he soon broke with them and joined the ranks of the Bolshevik Party. Until his death he was a true Leninist and an active champion of worker and peasant affairs.

As a military specialist totally dedicated to the new system, A. I. Yegorov was drawn to the work of demobilizing the old army. He was a member of the commission headed by V. I. Lenin which prepared the historic Directive establishing the Workers and Peasants Red Army [RKKA] and worked in the VTsIK [All Russian Central Executive Committee]. In May 1918 he was appointed chairman of the People's Commissariat for Military Affairs Supreme Certifying Commission. This commission was to select former officers for command positions in the RKKA. He was also appointed as one of the commissars in the All Russian Main Staff.

A. I. Yegorov was a staunch adherent of creating a strictly disciplined regular army subordinated to a single, fixed command. In a report for V. I. Lenin on 20 August 1918, he sharply criticized the then current practice which had two supreme military commands (the operational branch of the People's Commissariat for Military Affairs and the Supreme Military Council) equally managing the Red Army. Feeling that "only one will can direct operations," he proposed establishing the position of Supreme Commander of the Armed Forces of the Republic, with one subordinate staff. As is known, this proposal was supported by Vladimir Il'ich and went into effect.

In August 1918 A. I. Yegorov's request to be sent to the front was honored. Here his talent as a proletariat commander was fully displayed in heated battles with the White Guard and foreigners. Initially he headed the Soviet forces battling General Krasnov in the Balashov-Kamyshin region. These forces later formed the 9th Army which Yegorov also commanded. At the end of December 1918, when the situation in the Tsaritsyn region had become critical, he was appointed commander of the 10th Army which was defending that city.

Uniqueness of thought, courage and originality of decisions and steadfastness in their execution were characteristics of A. I. Yegorov. To repulse the enemy which had already broken through to the city suburbs, Yegorov gave this complicated mission to B. M. Dumenko's Composite Cavalry Division: make a quick maneuver, break through the White Cossack front and make a deep

raid into their rear area. The cavalry division, commanded by S. M. Budennyy who replaced the terribly ill division commander, successfully completed this mission. Their daring raid and strong attack demoralized the enemy, spoiled its offensive plan and gave the whole 10th Army the chance to begin the offensive.

A. I. Yegorov held cavalry in high regard, understood its role as a highly maneuverable strike force very well and clearly saw the advantages of using its mass. Yegorov verified the military capability of major, large-scale cavalry units for the first time in battles on the Sal River in May 1919. The 4th and 6th Cavalry Divisions were combined into a Mounted Corps on Yegorov's oral order and they inflicted heavy casualties on the attacking White Guard units. Based on this experience, the RVS [Revolutionary Military Council] officially allotted the formation of the 1st Mounted Corps to the 10th Army. This later became the 1st Mounted Army.

In the summer of 1919 A. I. Yegorov was appointed commander of the 14th Army which, with Denikin's forces beginning to attack, screened first the way to Kiev and then to Bryansk. In the fall, when the situation in the south was at the critical point, the Party entrusted Yegorov with command of the Southern Front. Realizing the measures devised by the Party to utterly crush Denikin and counting on Party aid to the Front in the form of the best Party and command cadre and the most battle-effective troops, Yegorov immediately began preparing a counterattack with Soviet forces. Directives to the Front stressed the necessity of using the most decisive maneuver, flank attacks on the enemy's strongest forces operating in the major axes. The Front commander was almost always with the troops, instructing and checking subordinates and giving soldiers and commanders unswerving faith in our victory.

In late October 1919 Frontal forces began a counterattack which soon grew into a general attack along two fronts, the Southern and the South-eastern. At the end of 1919 the Donbas was freed and at the beginning of January of the following year our forces, when they came out on the shores of the Azov Sea, cut Denikin's forces into two isolated groups.

A. I. Yegorov was appointed commander of the South-Western Front, as the Southern Front was called after this. Under his leadership frontal forces in February 1920 completely liberated the Ukraine from Denikin and in May-June they carried out the Kiev operation. This was designed to encircle and destroy the powerful group of White Polish forces through a deep envelopment. The goals were not fully reached but the enemy, who had superiority in men and equipment, suffered heavy losses. This rout of the White Polish interventionists started their total expulsion from Soviet territory.

Our Party also entrusted A. I. Yegorov with important and responsible positions after the civil war. He commanded troops in a number of military districts, headed the armed forces of the Ukraine and Crimea and took an active part in completing military reforms in 1924-1925. In 1931 he was appointed chief of staff of the RKKA which was transformed several years later

into the General Staff and in 1937 he was appointed Deputy People's Commissar of Defense of the USSR.

A. I. Yegorov accomplished much during these years, putting into practice Party directions in military construction, strengthening the country's defense and increasing the Armed Forces' military might. He actively participated in generalizing the experiences of the civil war. Two of his books, "Lvov--Warsaw. 1920. Frontal Co-operation" (1929) and "The Rout of Denikin 1919" (1931) were noted for their deep theoretical conclusions. Stressing the advanced character of Soviet military art, he wrote that "both the frontal and major command credit accomplishing their plan to the wide and strong support of the Communist Party and all the workers of the country, the firm unity of the rear area and front...."

A. I. Yegorov greatly contributed to the technical rearming of our army and to the creation and development of powerful armored forces, which he considered the primary maneuver force in future war, and anti-aircraft systems. He spent much time working on new operational-tactical problems and in particular on the problem of deep operations and deep penetrations. He constantly looked after military cadre training, strengthening discipline and order in the forces and increasing their vigilance and combat readiness.

A. I. Yegorov was not only a military figure. He was also a political statesman. He was a candidate-member of the VKP(b) [All Russian Communist Party (of Bolsheviks)] Central Committee beginning in 1934, a member of the VTsIK [All Russian Central Executive Committee] and the USSR TsIK [Central Executive Committee] and a deputy to the USSR's first Supreme Soviet meeting. His service to the Motherland was marked with two Orders of the Red Banner, the Order of the Red Banner from the Georgian and Azerbaijan SSR's and with an Honorable Revolutionary Weapon. In 1934 he was among the first awarded the rank Marshal of the Soviet Union.

A. I. Yegorov's life tragically ended a few years before the Great Patriotic War. But the legacy of his work shared in our great victory in that war. And even now a number of his proposals still have theoretical and practical significance.

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## ARMED FORCES

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## GROUND FORCES

### TANK REPAIR FACILITIES DISCUSSED

#### Post-Repair Tank Testing

Moscow KRASNAYA ZVEZDA in Russian 1 Sep 83 p 1

[Article by Major M. Nikonov: "Testers"]

[Text] Tanks are lined up in a long row under the roof of the spacious room in the repair enterprise manufacturing section. But the combat vehicles have their usual threatening appearance only at the beginning of the conveyor. Further on they gradually lose something from their steel raiments. In the end only their armored "foundations" remain, next to which engines, transmissions, mechanisms and armaments are neatly arranged.

All this still preserves traces of swift attacks, long marches and intense training battles. But even the most high-strength metal fails under the impact of the great stresses which combat vehicles suffer during the course of intensive combat training. The assemblies and hardware require regular checking and repair. Enterprise specialists are engaged in this.

The military repair specialists work intensely and painstakingly. They try to do everything so that the tank can more quickly return to the inventory.

"As a rule we overfulfill our plans by 20 or more percent," says Engr Col V. Tkachuk. "Highly accurate control and measuring apparatuses, which make it possible to precisely check any of the combat vehicle's systems, invariably confirm that the repair specialists are excellent in accomplishing their jobs.

Nevertheless, it is not the testing units which give the final evaluation of the readiness of the equipment for combat use. The enterprise has a group of soldiers who check the combat vehicles which leave the repair buildings under field conditions.

Dark clouds hung over the horizon. The track had become soggy from the rain and turned into a mash of water and clay. Nevertheless, our tank swiftly charges forward, throwing dense streams of dirt from under its tracks. Through the narrow slits of viewing instruments it can be seen how the trees which are moved away spring up and down.

Ahead was a rather sharp rise. It could have been avoided through a depression. But the combat vehicle stopped for an instant and suddenly its engine roared and it crawled up the rise. Under other circumstances the driver-mechanic would have been required to select a simpler route, but Pvt A. Bukhteyev decided to take the height at its steepest sector. The fact is that he has the task not of simply reaching a particular boundary, but of checking the work of the tank's assemblies and mechanisms in the most difficult environment. Soldiers testing combat vehicles during the course of so-called delivery marches must be sure that after repairs are made the equipment functions without any hitches, no matter what the circumstances. So the tanks tear along at the maximum permissible speed, clamber up the steepest inclines and brake sharply at training obstacles. The testers listen carefully to the operation of the engine and transmission, striving not to miss even the slightest deviation from the norm. The troops expect tanks which are in good order and will not let them down in the most intense modern battle.

Comprehensive testing, the final stage in the work of the entire repair enterprise collective, is entrusted to the best qualified soldiers.

Lt Col V. Akilin, a political officer, emphasizes that the testers' duty commands that they have thorough knowledge and sure skills. They must defend the clients' interests and ensure that the repaired military equipment is thoroughly checked. And if they detect some fault, they must help the specialists explain why one or another assembly or item of hardware is operating improperly and give their recommendations for eliminating the deviations.

Warrant Officer A. Bun'kovskiy is well known at the enterprise. He is one of the experienced testers. When he drives the latest combat vehicle through the course one can be sure that not even small details of the "behavior" of the tank remain unnoticed. Specialists such as Warrant Officer V. Viz'mitin, Jr Sgt O. Karnaugh and Pvt A. Bukhteyev are also his equals. Frequently their post-test conclusions have been the basis for work undertaken to improve the reliability of military equipment and further improve repair quality.

The mighty combat vehicles are leaving the gates of the repair enterprise, shining with a fresh coat of paint. They are returning to inventory.

#### Role of Tank Testers

Moscow KRASNAYA ZVEZDA in Russian 11 Sep 83 p 1

[Article by KRASNAYA ZVEZDA Correspondent, Major N. Panyukov: "Testers"]

[Text] It is well known that combat equipment and armaments are constantly being improved. In parallel with this, corresponding recommendations for their operation are developed. In addition to the design bureaus, an entire network of scientific research institutions -- test institutes, centers, ranges and laboratories -- are involved in this effort.

The first feeling one experiences when looking at the test benches is one of pity towards the "experimental" assemblies and items of hardware. The tank engine, entangled in the wires of the test instruments, roars at its maximum rpm. The tracks crack, torn apart by "giant tongs." The ringing steel of the torsion bar axle is squeezed tightly from one side and twisted to the set maximum from the other.

But the feeling of pity toward the steel "guinea pigs," which arose at first glance, passes as soon as one examines the essence of what is being done in the laboratory. The people standing at the control panels of the test benches are researching the processes taking place in the tank's assemblies and items of hardware under maximum stress. The results of this research then forms the basis of recommendations for the operation and improvement of the tanks.

With the extreme attention of a good doctor, Lt Col Engr A. Petrenko listens to the steel heart of his "patient," the powerful engine. Modern "diagnostic" tools -- oscillographs, strain measuring gages with recorders -- help him to produce the necessary measurements. A tape recorder, which records the operation of the tank engine on the test range as it overcomes obstacles which place maximum loads on its power plant, automatically provides the tone of operation of the "test" engine. The officer jots down his observations and conclusions in a journal where the research log is recorded, so that later there will be a complete picture of the behavior of the test model.

Sr Lt Engr V. Prudnikov accomplishes "laboratory work" with special care. This is understandable. The tank on the gears of which he is now testing "cushioning strength" will be driven on a rough track in a few minutes. Then it will be necessary to compare the laboratory data with that of the proving ground and report his conclusions to the senior officer-in-charge. This is necessary in order to make a final confirmation of the recommendations the officer developed for tank subunit driver-mechanics.

"Among our most important tasks has always been providing detailed elaboration of vehicle operating instructions," states S. Vygodskiy, who has been a tank tester for almost 50 years. "For example, during the Great Patriotic War hundreds of various instructions, manuals and memoranda for specialists were developed through the efforts of our testers."

Yes, such testers as Vygodskiy have something to remember. He is from the generation of specialists which gave "a start in life" to the legendary T-34, the JS and KV heavy tanks and the SU-152 assault gun, which cut through the armor of the Fascist tanks "like the shell of a nut." S. Vygodskiy and many of his contemporaries had the good fortune to have met on the proving ground many of our glorious tank builders; M. Koshkin, Zh. Kotin and many others. The young testers listen with interest to the stories of this veteran about how they "shoed the tracks of the T-34 with grousers" to improve their cross-country mobility; how they struggled to improve the ignition system for starting the engine under winter conditions; how they "taught" the tanks to swim and overcome water barriers along the bottom, etc.

Each such story by the veteran is a good lesson for the young testers.

The same "test" tank, which only a few minutes ago was at the laboratory test bench, is now racing along the rough concrete test course. One might think that it is a driver-mechanic learning to drive a tank on a separate part of the tank training area.

Sitting in the hatch of one of these vehicles next to Prudnikov, I became convinced that research and not merely tank driving is going on. From the hub of the gun mounting rollers where the strain-measuring gages are affixed runs a wire to the oscillograph, which is mounted behind the turret right on the armor. The instrument indicator dial pulsates with lightning-like speed, indicating that it is recording the invisible internal stresses which later will tell the researcher a great deal. A special radio transmitter is set up next to the oscillograph. There is also a wire running to it from sensors mounted on the gear assemblies. Signals go from the radio transmitter to the nearby radiotelemetry station, which also records characteristics required for research and conducts data processing. Sr Lt Engr Prudnikov and test driver-mechanic Pvt S. Kostikov, coordinating changes in the vehicle's speed and the amount of surface irregularity, understand each other with few words. One feels that this is everyday work for them.

The speed of movement on the course increases with each lap. I sit in the seat of the gun layer, grasp the handle more firmly, and press more tightly the ribbed intercom head-set to the eye-shield of the sight.

Several hours pass. The testers develop the oscillograph tapes and process them through the electronic brain of the computers. They discuss the data obtained. A new paragraph in their recommendations appears.

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## GROUND FORCES

### 'DNIESTER' TRAINING EXERCISE

#### Troop Performance Discussed

Moscow KRASNAYA ZVEZDA in Russian 9 Sep 83 p 1

[Article by Lieutenant Colonel V. Shevchenko and KRASNAYA ZVEZDA correspondent Major N. Panyukov: "Resolution, Aggressiveness, Mastery"]

[Text] Military exercises scheduled for units [chast'] and sub-units [podrazdeleniye] have begun in the Red Banner Odessa Military District under the code name 'Dniester'. These exercises are being held under the direction of Colonel General A. Yelagin, the district commander. Also present in the exercise area are observers from the fraternal socialist countries as well as from a number of capitalist and developing countries, who have been invited in accordance with the Final Act of the Conference on European Security and Cooperation.

The headquarters of both of the contending sides were aboil all night with intense activity: staff personnel were analyzing the latest data from reconnaissance, working out details on cooperation and making last-minute changes in subunit missions.

The tension was particularly high, we noticed, in the motorized rifle battalion commanded by Guards Senior Lieutenant B. Khavzhokov. And this was all very understandable, what with the fact that his battalion, reinforced by tanks and artillery, was going to be advancing in the first echelon.

Guards Senior Lieutenant Khavzhokov continually calls for the latest information on the "enemy." This calls in turn for maximum effort on the part of the reconnaissance people. And they have to be given credit: the course of the night saw the commander's working map filled in substantially with data he would need to make decisions appropriate to his tactical situation.

While the headquarters are still elaborating their decisions, intense party political activity is under way in the subunits. Companies and batteries have held their party and Komsomol meetings, which were occasions of an objective discussion of how to insure exemplary performance on the part of communists and Komsomol members in the course of the upcoming battle. An appeal from unit veterans P. Derevyanko, G. Zhivoluko and N. Pasechnik published in their large-circulation paper has found

a found a widespread response among exercise participants. Responding to the call of these veterans, the motorized rifle troops of a company commanded by the son of a front-line veteran, Guards Senior Lieutenant N. Stepanov, who holds two Orders of the Red Star, swore to perform during the exercises in a manner befitting front-line troops and to execute all missions at an "excellent" level.

It should be pointed out that in the course of these exercises, the political personnel and party and Komsomol activists are trying to do everything to insure that their people have a chance to familiarize themselves once again with the heroic feats of those who have gone to the fronts before them. The young troops have visited the unit's military glory room and met with participants in the Great Patriotic War and labor veterans. All exercise participants have been particularly stirred by the fact that they will be carrying out their combat training missions in areas where many of our units and formations [soyedineniyel] distinguished themselves during the war. Suffice it to point out that 27 of the most distinguished units and formations were accorded the honorary "Odessa" designation, 11 the "Nikolayev designation. And now the heirs to the military glory of these wartime front-line fighters have made their way to the fields of these historic battles to engage in a demonstration of their own military skills and readiness to execute any mission.

In the motorized rifle, tank and artillery positions everything is now ready for the attack. Guards Senior Lieutenant Khavzhokov gives final instructions to his motorized rifle company commanders and makes final changes in the missions he has assigned his tankers and artillerymen. Reconnaissance aircraft streak out once again over the "enemy" positions. New information brought in by the aviation now appears as positions lined in on the commanders' working maps.

The earth suddenly shudders with the first salvo from the artillery. This is the beginning of the preparation fire preceding the attack. The very first minutes of the fire fight show that the reconnaissance people have performed their night missions well—the artillery is showing great accuracy in destroying weapons along the leading edge as well as in the depth of the "enemy" defense. The fire from guns of the battery commanded by Guards Senior Lieutenant V. Romanov is particularly effective. This comes as a result of intensive training, both artillery fire training and tactical exercises, which the battery always conducts under conditions maximally approximating those of actual combat. So now here in the final phase of the training year, these artillerymen, along with troops of other branches of the service, are engaged in an exercise, an exercise in which they are demonstrating the skill with which they can exploit their weapons and equipment on the battlefield.

The effect the artillery fire has had on the defenders is now effectively reinforced by fighter-bomber attacks. Penetrating the curtain of antiaircraft fire the "enemy" has thrown up, they are able to destroy important objectives within the defended area. At a time like this you become particularly keenly aware of the enormous importance in modern-day warfare of effective cooperation between the troops and weapons of different branches of the service. You can see by the way the situation develops on the battlefield that the various commanders and staffs involved have not done a bad job in insuring that the operations of their subunits have been effectively coordinated with respect to missions, directions, lines, times and the methods to be employed in accomplishing these missions.

Taking advantage of the results achieved air strikes and artillery fire, the motorized rifle and tank subunits now quickly advance across the mine field along routes opened up by the engineers. They are accompanied by fire-support helicopters delivering accurate fire on "enemy" tanks and other armored targets.

The tension on the battlefield increases from one minute to the next. Having established the direction of the "Western" advance, the "Easterners" (as the defenders are referred to) try to contain the attack with air strikes and artillery fire. Much at this point is going to depend upon the commanders' ability to maintain firm and continuous control of their subunits and remain steadfastly oriented toward accomplishment of their assigned objectives, implementing the decisions they have made and executing their assigned missions. Guards Senior Lieutenant Khavzhokov and the other officers were in position on a hill. When the "enemy" attempted to launch a counterattack against the battalion, he quickly assigned a mission to his artillery. A wall of explosions rose up ahead of the "Eastern" combat vehicle, they now having redeployed for a counterattack. Taking advantage of the "enemy's" confusion, the motorized rifle troops now quickly resume their advance. By combining fire from all types of weapon with movement and extensively employing fire and subunit maneuver, Guards Senior Lieutenant Khavzhokov was able to keep the initiative in his own hands.

Particularly distinguishing itself at this stage was the company commanded by Guards Senior Lieutenant Stepanov. By positioning itself on the flank of the counterattacking "enemy" the company was able to immobilize it and thereby insure the success of the battalion.

Other subunits are now committed to action. The "West" brings in its second echelon. It becomes increasingly difficult to contain its attack. But the "East", too, still has its reserves. So there are more battles ahead.

#### Exercise Action Report

Moscow KRASNAYA ZVEZDA in Russian 10 Sep 83 p 2

[Article by KRASNAYA ZVEZDA correspondents Lieutenant Colonel V. Shevchenko and Major N. Panyukov: "Battle for the Bridgehead, From the 'Dniester' Exercise Area"]

[Text] In pursuit of the withdrawing "enemy," the "West" approaches the Southern Bug and begins to cross it under "enemy" fire. The assault crossing of this water obstacle was the central event of the day.

The "West" has begun a rapid advance toward the Southern Bug. Now, once again to be found among the leading subunits, an organization which has already distinguished itself in earlier engagements, is the battalion commanded by Guards Senior Lieutenant B. Khavzhokov. Expertly exploiting the natural cover afforded by the terrain as well as the gaps in the "Eastern" defense and openings between the flanks of adjacent units, reconnaissance troops were first to the river. They identify the positions of the "enemy's" covering subunits as well as the points where he has concentrated his weapons and equipment. They quickly transmit all this information back to headquarters.

As formerly at the front, so here on the battlefields of the training area, you can observe dramatic manifestations of the force of the comradeship between fighting men and the effectiveness of cooperation between different branches of the service. Troops of different specialties and branches of the services are ready at any instant to come to one another's assistance. Here is only one example of this mutual willingness to lend a hand,

"Enemy" tanks had launched a surprise counterattack against the flank of the motorized rifle company under the command of Guards Senior Lieutenant N. Rusanov. The motorized rifle troops had taken cover and were preparing to do battle. But then shells suddenly began to explode among the attacking tanks. They were coming in from an artillery battery commanded by Guards Senior Lieutenant V. Romanov, which had joined the battle directly from the march to give fire support to the motorized rifle troops in a moment of difficulty.

We all know that success will go to the commander who can employ the full variety of troops, weapons and equipment he has at his disposal on the battlefield with the greatest effectiveness. Guards Senior Lieutenant Khavzhokov has demonstrated his expertise in employing his reinforcement subunits. He was able to move his tanks and artillery up to the river bank under the cover of air strikes from the aviation and air-support helicopters. Here they opened aimed fire on "enemy" strong points on the opposite side of the river. Engineer reconnaissance and obstacle-clearing groups from the company commanded by Guards Senior Lieutenant I. Martynyuk were able to take advantage of this shield of fire. Field engineers cleared crossings through the mine fields. A path to the river for the infantry combat vehicles had been opened.

Helicopters landed the assault force on the river bank at precisely the scheduled time. It had been assigned the mission of seizing a bridgehead and then supporting the crossing by the lead subunits. The troops, commanded by Captain A. Lysenko, performed boldly and resolutely. They were able to take an artillery battery observation post by surprise and then destroy the "enemy's" communication line. Captain Lysenko is an experienced commander; he has participated in more than one tactical exercise assault landing and has over 100 parachute jumps to his credit. And he has men with capabilities to match. They have developed good mastery of the methods of hand-to-hand combat; they are good marksmen and will go boldly one-on-one with a tank. Each one of these men has undertaken the obligation to perform steadfastly and courageously in this exercise, in a manner which would honor the performance of those front-line assault troops under the command of Senior Lieutenant K. OI'shanskiy, who on a March night in 1944 crossed the Southern Bug in this very same area, seized port facilities at Nikolayev and held them for two days. Everyone who participated in this heroic landing operation was awarded the high title of Hero of the Soviet Union.

The attacking battalion also cooperated effectively with airborne troops dropped in the depth of the "enemy" defense with the objective of striking from the rear and disrupting "Eastern" communications.

The "Western" fire now becomes more intense. The motorized rifle companies make their way to the bank. They immediately begin their crossing from the march. The infantry combat vehicles deliver aimed fire as they're floated across. This kind of fire is difficult. A wave rocks the vehicle violently, and the operators

have to demonstrate real mastery to be able to deliver accurate fire under these conditions and destroy their targets. These motorized rifle troops have been able to accomplish this task. This success is evidence of the good training and preparation they have undergone with systematic practice in firing from infantry combat vehicles afloat.

The opposite shore draws nearer and nearer. The vehicles make their way up onto the sandy slopes, while the motorized rifle troops in cooperation with the assault force advance rapidly to attack the "enemy's" strong points.

The defenders put up increasingly strong resistance—tanks join the counterattack now in an attempt to throw the attackers, who have now seized a bridgehead, back into the river. At this point the artillery crews, who have negotiated the river in their amphibious self-propelled transporters, come ashore. The accurate fire they now deliver helps the motorized rifle troops repel the counterattack by the "Eastern" armor. They are expanding their bridgehead.

The pontoon-bridging subunits are now approaching the edge of the river. Up ahead an amphibious self-propelled transporter with an engineer reconnaissance crew aboard. The crew is led by Warrant Officer N. Kravets. The reconnaissance troops quickly determine the curvature of the slopes, the condition of the soil and the depth of the river and how fast it is flowing and position reference markers on the bank.

No sooner had the reconnaissance troops completed their mission than the tanks began to make their way onto the self-propelled tracked ferries of the subunit commanded by Senior Lieutenant A. Lavrik. The tank crews cooperate effectively with the pontonniers. This ultimately made it possible for them to better the time established for loading equipment aboard a ferry by almost 25 per cent.

It was soon time for these pontoon-bridging troops to tackle their main task—the task of bridging the Southern Bug. Its fairly wide here—more than 300 meters. Leaving the cover of the trees and rushes along the shore, the vehicles approach the edge of the river. They release their pontoons on the water, where they are quickly joined together in sections. A belt of steel links the two banks quite literally before your very eyes.

...The assistant crossing officer, Major V. Opetyuk, stood at the approach to the just-completed bridge. When he gave the command, the attackers' main forces—artillery, tanks and other equipment—advanced quickly toward the bank opposite. The "Westerners" had now been able to enlarge their bridgeheads and continue their attack.

These exercises have been a good school for the mastery of field skills for the units and subunits participating in them. Commanders at all levels have had a chance to see that success in modern-day combined-arms warfare will depend upon the well-coordinated efforts of all services and branches and upon their ability as commanders to maintain firm and continuous control of the actions of both their own organizations and their attached and supporting subunits.

## GROUND FORCES

### REASONS FOR REGIMENT'S POOR PERFORMANCE EXAMINED

Moscow KRASNAYA ZVEZDA in Russian 29 Oct 83 p 2

[Article by KRASNAYA ZVEZDA correspondent Lt Col A. Polyakov, Central Group of Forces: "Why the Regiment Didn't Fulfill Pledges: The Result of Indulgences"]

[Text] Dashing swiftly toward the "enemy," the three infantry fighting vehicles slowed down for a matter of seconds. There was a flash of flame and three rounds, blending as one, broke the autumn stillness of the range. But even with the unaided eye it could be seen that two rounds passed by the target.

"It can't be," said motorized rifle regiment commander Gds Lt Col A. Ivanov despondently as he monitored final firing by officers of the battalion commanded by Gds Maj A. Chentsov. "Not another failure..."

We rode toward the targets together with Lt Col Ye. Avgustinskiy, an officer of the Group of Forces staff combat training department. Out of those who had fired one platoon commander, Gds Sr Lt S. Volzhan, had hit all targets and received a grade of outstanding. The company commander Gds Sr Lt V. Mikryukov and his political deputy Gds Lt V. Lebedev received grades of unsatisfactory.

There is no denying that these were sorry results, but the situation could have been corrected on the next run. Alas, this didn't happen. Even later the officers were not on top of the situation and a majority of them received low grades. In short, the company commanded by Officer Mikryukov did not confirm the title of outstanding. The battalion commanded by Officer Chentsov also did not fulfill pledges in weapons training. After the results of this final firing were announced it became clear that the regiment had not achieved the goals planned in competition either in weapons training or in tactics, driving, or certain other basic disciplines. As a result the commission headed by Group of Forces commander Col Gen G. Borisov took a strict party approach to evaluating results of the units and subunits at the final inspection and gave the regiment one of the last places.

Just what are the reasons for nonfulfillment of planned goals in competition? And were the results of the inspection so unexpected for regimental officers? These questions can't be answered in a single word.

Right after results of winter training were summed up it was clear that having planned for high results in competition, the regiment did little to achieve them. This was shown above all by the very modest grades given many of the subunits. Even then serious shortcomings had been identified in tactical weapons training and driving. In particular, the battalion commanded by Gds Maj Chentsov received only a satisfactory grade.

It would appear that the commander, staff and party organization should have drawn serious conclusions from this but judging from everything, this didn't happen. For the sake of justice it should be noted that much had been said at official conferences and party meetings about improving training quality, particularly officer command training, and about improving the effectiveness of competition among them. Unfortunately, however, things just didn't go beyond the talk.

Here are eloquent facts. In early August an integrated commission of the Group of Forces staff headed by Maj Gen V. Davydov and Col V. Kononchuk worked in the regiment. Again it uncovered serious deficiencies in organization of combat training and socialist competition. At that time combat training plans had not been fulfilled in a quality manner in a single one of the regiment's battalions and only one or two weapons training classes had been held in four companies. Class disruptions at the tank training area came about because training facilities were not prepared.

There was an especially bad situation involving officer command training. Regimental commander Gds Lt Col Ivanov delved little into his subordinates' professional growth. Here is just one point. The regimental commander didn't conduct a single class with company commanders in the command training system. And in general officer training was farmed out, so to speak, to the subunit commanders. For example, over half the classes with battalion commanders were conducted by Gds Maj V. Bayrakov, the tank battalion commander.

These facts cause one to reflect. Above all they indicate weakness of supervision. It is understandable that its effectiveness is measured not by the number of deficiencies identified, but by the depth of conclusions and by purposeful work to remedy deficiencies. Yes, the senior chiefs and commissions from higher headquarters and political entities did not remain aloof from the regiment, as they say. They invariably would uncover some kind of omission or gap, register it in documents and set dates for urgently remedying the deficiencies. Unfortunately, however, these directions remained only on paper.

All work in the regiment for remedying the identified deficiencies reduced to hearings for some party members in the party committee. The aforementioned motorized rifle company commanded by Gds Sr Lt Mikryukov was performing firing exercises at the training center approximately a month after the commission's work. The deficiencies were repeated. The class was held hastily in crude violation of the Gunnery Course and the officers generally "did not have enough" time for firing. Such a "practice" of holding classes at the training center was typical.

It is generally known that competition is a lively, creative matter requiring purposeful organizational work, but in the regiment this was neglected and, one can say, allowed to take its course. The commander, the regimental staff and the party committee all lacked persistence in mobilizing personnel to fulfill the combat and political training plans and lacked exactingness in determining competition winners.

The CPSU CC Decree "On Improving the Organization and Practice of Summarizing Socialist Competition Results and Providing Incentives for Its Winners" emphasizes: "It is important for competition results to be summarized promptly everywhere in a businesslike atmosphere and with the workers' active participation." But the regiment would summarize results of competition in the sub-units only on occasion. For example, only twice in the summer training period were competition results summarized in the regimental headquarters, as indicated by corresponding unit orders. Here is another noteworthy fact. The battery commanded by Gds Sr Lt V. Mel'nik was declared the winner of competition more often than others during the year based on the month's results, while now it was in one of the last places.

The passive work of the regimental party committee headed by Gds Maj V. Rusinov (he now has been transferred to another duty station) also had a negative effect on the state of affairs. Party members correctly criticized the party committee at the report-election meetings going on here for the fact that it did not give proper attention to competition matters, particularly competition among officers, nor did it analyze the growth in their professional expertise.

This led to a situation where a majority of officers, as already noted, showed poor results in many disciplines. For example, guards lieutenants V. Filin and I. Danilenko were not even able to start the BMP [infantry fighting vehicle] engine preheater in the final technical training problem. Gds Maj V. Kushnerenko, the battalion technical supply officer, received a "three" for technical training, and so on. This too was no accident: The regiment gives little attention to improving officers' technical culture, there is no struggle to improve class ratings, and not once during the year did a classification commission from the unit [soyedineniye] headquarters work in the unit. A "simpler" method is used here of conferring a class rating on personnel based on results of an inspection without taking tests. No commentary is needed, as they say.

It would appear clear from all that has been said what the reasons are for the regiment not fulfilling competition pledges. We will add to this that officers of the division staff and political department could have done a great deal to remedy these and other omissions identified in the regiment during the year, but their work often reduced merely to registration of deficiencies. Meanwhile the motorized riflemen needed specific assistance and strict personal demands were necessary for omissions.

Lessons now are being learned and conclusions drawn. The regiment is taking specific steps aimed at eradicating indulgences in combat training and deficiencies in the organization of competition. Much still has to be done for the regiment to prepare well for the new training year.

AIR/AIR DEFENSE FORCES

TRAINING YEAR RESULTS DISCUSSED

Moscow KRASNAYA ZVEZDA in Russian 28 Oct 83 p 2

[Article by Gds Lt Col V. Tatarchenko, first class military pilot: "Training Year's Results: Experience of the Leaders: Traditions Obligate"]

[Text] It isn't the first hour we are flying at high altitude. The dispersed combat formation--a column of aircraft--was more than a single kilometer in depth. It was nighttime. Below, according to conditions of the tactical flying exercise, was "enemy"-occupied territory and his deep rear. As leader of the attack group of missile-armed aircraft, I had no opportunity to query a particular crew or even one of the squadron commanders to learn whether or not they were keeping their places in the general formation as conditions of total radio silence had to be observed.

I caught myself thinking that the desire to check the group's composition kept growing. Where did these apprehensions originate? The fact is, as it later turned out and as objective monitoring materials impartially confirmed, the combat formation was maintained faultlessly along the route, we arrived at the launch line precisely by time and place, worked on the target without deviations, and all crews successfully landed at the airfield at the prescribed time. These apprehensions were not at all a display of mistrust of subordinates. It is one of the leader's most important duties to carry out constant, continuous supervision over thoroughness in observing formation discipline. Trust, as they say, but check.

Confidence is a good thing if it does not develop into self-assurance and indifference. An incident which occurred in winter will long be remembered by all of us. I was leading a large group in the same way at night for missile launches against naval targets. Being absolutely confident of each crew's training I didn't make use of all means to monitor the wingmen. Then like a bolt out of the blue, an aircraft was "lost" on the route! As it later turned out Gds Maj M. Chizhov's crew after take-off set a course directly opposite to that on which the entire group was proceeding to the objective.

Sr Lt S. Drozdetskiy, the navigator of that crew, played such a "joke" on us. It wasn't from ignorance or inability. No, he is a knowledgeable navigator.

He lost his bearings in flight because of his crying irresponsibility and negligence. It shouldn't be worthwhile mentioning this disgraceful incident once again, the more so as KRASNAYA ZVEZDA already wrote about it as well as about the emergency landing by Gds Lt Col V. Shcherbina (now in the reserve). But they brought too much grief both to us commanders and to the entire unit collective to forget about them so quickly. In the winter training period we conceded first place to our rivals, the air regiment commanded by Col V. Demidov.

This was difficult to take, the more so as we deeply realize the need for a comprehensive improvement in combat readiness and constant vigilance under conditions of the serious aggravation of the international situation where aggressive U.S. circles are rushing from one military adventure to another. Each of us has to be ready to perform a combat mission at any moment, as done in the war years by our countrymen-heroes who back in '41 bombed military targets in Berlin and Danzig and who won the regiment a guards title and augmented its combat glory in fierce fighting. We maintain very close contact with these countrymen. They write, visit us and take part in military-patriotic indoctrination of the unit's young people, and so they are constantly knowledgeable of our affairs. Is it easy to look them in the eye when things are not going well? I will say even that in those days one didn't even feel like oneself when one entered the regimental museum and it seemed the looks from the portraits of eleven Heroes of the Soviet Union were fixed on one's very soul. It was as if one felt their silent reproach! We always had held the baton of their deeds on high and the regiment was outstanding, but when we were called the initiators of competition in all the Air Forces we suddenly got out of step.

This affected the people and we unit party members perhaps for the first time sensed so acutely that the spirit of tradition is a great elevating force, especially if it is used skillfully in propaganda work. In those days we tried to remind everyone of his duty to carry on high the regiment's honor and the honor of the guards title. Then came the party meeting and the honest, direct discussion without beating around the bush. Party members officers S. Senyakin, V. Repin, S. Korolev and others spoke emotionally and fervently about what was hindering the work. Pledges were not being fulfilled in some subunits and there was no genuine supervision either over the quality of preparation for flights or over competition progress. In their presentations the party member-leaders self-critically said that it was necessary to begin with themselves and with an elevation of responsibility for the state of affairs in the sector assigned to each person. Gds Lt Col A. Nikitin said that the deficiencies which had shown up now had been seen earlier, but then they had had no consequences. The commanders did not notice them because they flew a great deal and did little leading, according to the principle of fulfill the plan at all costs. Gds Engr-Maj V. Vysotskiy spoke sharply about the poor execution of appointed persons. Everyone agreed that supervision had to be stepped up and the exactingness and severity of demands on each person for the slightest deficiencies had to be reinforced.

It is not enough to condemn deficiencies; effective steps must be taken to eradicate them. We therefore immediately began the work with the help of the

superior staff and political entity. We began with a radical improvement of the entire system of supervision and gave particular attention to objective monitoring. Previously it had been the case that there were films, magnetic recordings, overlays and photo materials giving the aviators complete information about every flight and practice, but not everyone always referred to them. If someone committed grounds for a flying incident, then those materials would be used, but if it blew over the material would lie hidden and conceal the build-up of a "surprise." Now we require every commander to perform a thorough analysis of data on his subordinates' actions. The projector, video tape recorder and other objective monitoring means began to function.

Official critiques and hearings given to party members' actions became more objective, and we began to punish without allowances. There were no justifications for irresponsibility. One wouldn't talk oneself out of it by pleading ignorance of requirements. One is obliged to know! By the way, a detailed study of documents regulating flight operations became our basis for everything. We gave tests with all severity. As admitted by Gds Maj M. Chizhov at a technical flight conference, he never before had studied the content of these documents so comprehensively or made so many "discoveries" for himself.

Each month we established three "theme Saturdays" devoted to the art of navigation, flight discipline, crew interrelationships and so on. The latter by the way became the chief content of the airship commander's day which also was instituted in the regiment. On these days the leading comrades, and above all regimental deputy commanders officers V. Okrestin, V. Karpov and V. Zhuravkov would work with young airship commanders. I will say about myself that I worked in all the crews and tried to reach every officer and warrant officer [praporshchik] and I can note that I not only taught, but also learned much for myself and came to know subordinates' nature as if anew because a person reveals himself more fully in an unconstrained atmosphere and in one-on-one talks.

We began to give more attention to the aviator's psychology in flight, the officer's daily work and his contact with other collective members. Do the common goals and common concerns occupy his attention deeply enough? Who doesn't know that our military duty abounds in moments when we cannot reckon with personal interests? In such cases the lofty word "selflessness" does not seem high-flown at all.

This is the very word with which I would like to describe the work of specialists of the technical maintenance unit (TECh) prior to exercises. A difficult situation came about because of a delay in engine deliveries from the repair enterprise. There was no longer any time when we were informed that four of the long-awaited engines had arrived. What should we do? The TECh chief and political officer spoke with the people. At that time the entire regiment was looking at them and they outdid themselves. The periodic technical servicing group headed by Gds Lt Tech Serv A. Marunkevich and aviation specialists headed by Gds Capt Tech Serv M. Oleynik placed these engines in the aircraft in inconceivably short periods of time, replacing those which had used up their engine life. The people worked without sleep or rest and no one went home until the report came about the readiness of the missile-armed aircraft to perform the assignment.

But this didn't exhaust the difficulties of that exercise. The operations of subunits from other airfields under the most difficult tactical and weather conditions, on unfamiliar ranges and in all kinds of interference demanded extreme and lengthy exertion of all abilities of pilots, navigators and technical specialists. The people withstood everything, overcame everything and completed the exercise with outstanding results. The organizing work of the unit party committee and subunit party bureaus undoubtedly had an effect here. Party activists called on the guardsmen to act in a frontline manner like our countrymen in the war years. That is when it was not shameful to look into the eyes of the heroes of battle. We had defended the regiment's honor.

We reformed, figuratively speaking, during flight, made certain changes and attuned the members of our military collective for a stubborn struggle and for winning victory. And of course we didn't make anything easy. To the contrary, we made the norms more rigid, especially in aircraft navigation. Initially the average grade dropped perceptibly but later, when each person drew himself up and when quality and efficiency ceased to be only resounding words, did the indicators begin to rise and reach the highest level in all the regiment's history.

Competition for the title of best in a profession also helped here. The winners of this stubborn contest were Gds Maj M. Yatsenko, Gds Capt V. Vaganov, Gds Capt Tech Serv V. Zavgorodniy, and Gds Engr-Maj G. Solov'yev who, by the way, recently was awarded the Order "For Service to the Motherland in the USSR Armed Forces" 3d Class.

From the first day of the summer training period right up until the finale our regiment's flight toward the goal outlined in competition was already taking place invariably in a climb, so that we succeeded, figuratively speaking, in smoothing out the flight profile and making it permanent. We just received the pleasant news that our crews participating in the neighbors' tactical flying exercise performed a practice launch of missiles against a ground target for a grade of "outstanding." This is one further confirmation of how dear the native regiment's combat honor is to our guardsmen.

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AIR/AIR DEFENSE FORCES.

#### ROLE OF PILOT IN MODERN AIRCRAFT

Moscow KRASNAYA ZVEZDA in Russian 2 Nov 83 p 2

[Article by Lt Gen Avn A. Yelkin, Honored Military Pilot of the USSR: "For Flight Safety: It Begins With Proficiency"]

[Text] In conversing with pilots in air units I frequently hear that in our time success in combat allegedly depends on qualities of the aircraft more than on the proficiency of those who control it.

The following argument is cited as proof of this: In a contemporary combat machine a majority of flight phases are accomplished in an automatic mode. It somehow happens that the pilot's activity here reduces more to the role of operator and he holds his inherent place in the man-machine system only where manual flying is performed.

Yes, as a matter of fact, as the tactical capabilities and specifications of warplanes increase, reliable automated control means came to help the pilot and crew. As combat training experience shows, however, only a crew can use these capabilities fully and assure reliable flight safety, since under conditions of a rapidly changing air and tactical situation it is often necessary to correct a decision which has been made and at times even change it radically in the air. Not one EVM [electronic computer] can make an immediate decision in such situations without man's participation. Automated aircraft systems help a crew, but of course cannot replace it. The pilot's role in manned craft remains primary.

The experience of exercises and our aviators' training indicates that the art of flying, tactical thinking, an ability to use the entire set of the aircraft's weapons, a constant search for the most effective methods of combat actions, and flight safety depend directly on the level of the flight personnel's professional training.

In my view, a very important element of professional training is flying proficiency, i.e., an ability to perform each assignment with complete use of the aircraft's tactical capabilities and with the highest quality.

Pilots today fly missile-armed aircraft with variable geometry wing and with vertical take-off and landing. In order to use them effectively the aviator is required to have a faultless knowledge of aviation equipment and of all systems

and means for tactical employment, an ability to fly the aircraft competently, and a high psychological frame of mind.

But are we aviators doing everything to improve our flying proficiency? Why are flight assignments performed at times with poor quality even by experienced pilots? And at the same time, there sometimes are crude errors, grounds for flying accidents, and at times even flying accidents. Without dwelling on many aspects of this problem, I would like to examine only those matters which depend on us ourselves, the pilots.

Professor N. Zhukovskiy, the father of Russian aviation, said that an aircraft, a great creation of human intellect and hands, is not subservient to any authority except persons who respect laws of flight. The task of commanders is to have every pilot not simply know the content of flying laws, but be a convinced adherent of their steadfast observance. The pilot's self-discipline and his proficiency are interrelated. Here is an example.

In coming in for a landing once Sr Lt V. Viktorov took the missile-armed aircraft to the initial position for descent at an altitude twice that prescribed. In correcting the mistake he could have gone around again, but instead of this he tried to descend with great vertical speed and make the landing. The flying regime established by documents was crudely violated by the officer, then followed incompetent actions and mistakes (lack of discipline reduces proficiency!), concluded by touching down in front of the strip and damage to the aircraft. But not just the pilot is at fault for this precondition for an accident. All this above all was a result of the lack of proper supervision and of deficiencies in the indoctrinal work of Viktorov's commanders, who were not able to develop the aviator's sense of exactness and precision in performing the flight.

As a rule, absence of exactingness toward oneself in preparing for and accomplishing an assignment and an inability to compose oneself and concentrate on following the precise sequence of actions in every stage and element of flight leads to mediocre results. Everyone knows that success in the air is forged on the ground. The best pilots always remember this rule and prepare for a flight painstakingly and thoughtfully. They take into account that no group activity can replace personal preparation for a flight. Senior comrades' experience also is of great help. For example, before going up I myself still often turn for advice to pilots who have been flying for dozens of years without failures in performing every assignment brilliantly. These include honored military pilots of the USSR officers V. Bobkov, A. Budnikov, N. Fadeyev, A. Bobrovskiy and others. In analyzing their experience I come to the conclusion that it is not so much a matter of so-called personal qualities here as diligence and persistence in acquiring and reinforcing the necessary knowledge and in developing skills, accuracy and precision.

I will share an observation on the personal preparation for flying by Officer A. Budnikov, who flies several types of modern fighters expertly. After detailing the flight assignment he determines what is new in the flights, which elements are most complicated and what has to be studied and gone over in addition. He runs through in his mind all the dynamics of dismounted flight

training without fail. Greatest attention is given to the sequence of actions in each phase of flight and in executing each flying figure. The pilot practices special incidents and his behavior in them in detail on the simulator until the results are outstanding. With this approach there is no place for surprises in the air: The officer has prepared for them on the ground and greets any one fully armed.

It has long been known that there is nothing secondary in aviation. A seemingly trivial matter omitted in preparing for a flight may lead to very unfortunate consequences. Once during immediate preparation for a sortie, military pilot Officer M. Petrov did not hold to the time for coordinating the course system. This led to incorrect readings of the artificial horizon, and the pilot lost spatial orientation in the clouds.

It is generally known that it is impossible to fly without maintaining a safe altitude, to come in for a landing under more difficult weather conditions than authorized a given pilot according to his training level, disrupt the established flight methodology and so on. But pilots still are encountered, albeit rarely, who ignore these truths. What puts one on guard is that such infractions are being committed more and more by the most experienced aviators who hold high command positions.

Why is this happening? Above all such officers are relying on the old store of knowledge and aren't genuinely preparing for flights. Secondly, some commanders and supervisors do not give proper attention to problems of flight discipline. They don't always identify those who are inclined to commit infractions and consequently they don't influence their awareness and behavior.

The aviators' personal psychological preparation also plays a role of no small importance. A person must be able to force himself to dismiss all concerns and affairs except preparation for the flight. And in the air one must be very attentive and accurate and follow the sequence of actions.

At times some pilots do not agree with this demand for fulfilling the flight assignment, declaring that with this approach there is no place for initiative and imagination. In my view, this is an erroneous viewpoint. Precision and accuracy are necessary to an even greater extent with a change in the situation and with a new decision made for continuing the assignment. Even here, a competent, excellently prepared pilot will not allow hasty, ill-conceived actions. On receiving new information he will evaluate it in a short time and make the optimum decision.

For example, that is how Maj A. Kisel' acted at night under difficult conditions. After switching off the afterburner he determined that it was impossible to retract the throttle lever to lower rpm due to a mistake made by a technician in preparing the aircraft. The officer reduced speed with the help of brake flaps and then put down the landing gear. After maneuvering competently he made a successful landing, demonstrating high proficiency.

In ending the discussion I would like to reemphasize that proficiency and flight safety are interrelated. They depend above all on the diligence of the pilot himself, his exactingness toward himself, discipline, and the ability to get into a frame of mind for the flight so as to perform it with excellent quality.

AIR/AIR DEFENSE FORCES

DISCIPLINE, POLITICAL WORK NEGLECTED BY COMMANDER

Moscow KRASNAYA ZVEZDA in Russian 20 Nov 83 p 2

[Article by Lt Col A. Manushkin, KRASNAYA ZVEZDA correspondent: "A Crack"]

[Text] This air regiment is located in the steppes, away from railroads and paved highways. I was drawn to it by a letter stating that Captain L. Marinovskiy, chief of the training ground and subunit sergeant-major Senior Warrant Officer K. Myshko were abusing their official positions, that they permitted distortions of disciplinary practice, that they let indoctrination deteriorate and that order was not as it should be in the subunit.

At first Captain Marinovskiy tried to deny everything:

"What reason was there for releasing Private Fomenko from the guard room late? The garrison commandant added a few days to his sentence. (Later it was found that no one came to claim the soldier on the appointed day). The sergeant-major tore somebody's gym suit? The person to whom it belonged should have kept it where it belonged. Myshko upsets the water barrel and spills its contents on the floor? He does that to maintain discipline...."

His sentiments were seconded by Senior Warrant Officer Myshko. There was no reason to darken an otherwise sunny day, he said. "If I did transfer gasoline from an official vehicle into my own car, it was only when I had to go into town for spare parts or food."

But these are just words, while the facts say something else: Marinovskiy and Myshko did in fact abuse their official positions.

Before proving this, I think it would be important to clarify the following: How did it happen that discipline is often violated in the small subunit, and that mutual relationships between certain servicemen have deteriorated?

Every river has its source. So it is with this story. Captain Marinovskiy was not at all happy when he was posted to the aviation training ground. Meeting the personnel did not make him any happier. There were servicemen at the training ground from other units and subunits, sent there for what is referred to as "reindoctrination." (Why hide the truth? Such things do happen. The practice of sending "difficult" soldiers to remote stations is still encountered.

The idea is that there are fewer temptations out there, and that it is simpler to keep them under control). Former cadets expelled from military schools for disciplinary violations are also sent there, to the practice range.

It is with such personnel that Captain Marinovskiy had to work. But work is work. And subordinates must be indoctrinated, with the help of one's closest helpers. And it was not without grounds that Marinovskiy believed the sub-unit sergeant-major to be one such helper. Senior Warrant Officer Kuz'ma Ivanovich Myshko had in fact served at the training ground for about 30 years. He knew everyone and everything. He was efficient, and he possessed solid experience in working with the personnel. The only pity was that the methods he had for indoctrinating his subordinates were far from the best. But Marinovskiy did not see anything prejudicial in this. The main thing was that the senior warrant officer could be trusted. And so the chief of the training ground did not go into the work style and methods of the subunit sergeant-major.

Myshko realized this immediately, and he began operating according to the "principle" of doing what he wanted to. He placed his emphasis on severe measures: He might tear a gym suit "for indoctrination purposes" if it was not stored where it belonged, and he might upset the drinking water barrel for the same reason. When it came to dressing people down and meting out punishment, he was generous. But obviously the number of violations of military discipline among the personnel did not diminish.

Why?

We should recall here how important it is for a commander to rely on the force of public opinion and on the Komsomol organization in his indoctrination effort. Well, what about Marinovskiy and Myshko? Did they do this? No. In particular Captain Marinovskiy and Senior Warrant Officer Myshko were rare guests at Komsomol meetings, and the work of the Komsomol organization was left to its own. And persuasion was not at all the method of indoctrination that Marinovskiy and Myshko selected.

To go on, let us consider the nature itself of their disciplinary practice. The "assortment" of rewards and punishments used by Marinovskiy and Myshko in their indoctrination effort is meager. As a rule, three extra details is the punishment to which the subunit sergeant-major limits himself. Three days of arrest is a "standard" measure of influence by the training ground chief.

But everyone knows the truth that the nature of the punishment must fit the severity of the disciplinary violation.

Among the rewards, the airmen could only recall the lifting of previous punishments, and letters of gratefulness. But even letters of gratefulness are an extreme rarity here. There are, after all, people who should be rewarded in the subunit. This is believed incidentally by Marinovskiy and Myshko themselves. But....

As an example privates Yu. Mushatov, A. Metlin and A. Cheban are very conscientious soldiers. They distinguished themselves in service on more than

one occasion. But for some reason they have never been rewarded, even though they have been serving at the training ground for a long period of time.

"Private Cheban recently repaired a truck all by himself," said Captain Marinovskiy. "He took apart the whole vehicle, and in short time at that. He spared neither effort nor time. We are thinking about rewarding him."

Thinking.... But these thoughts dragged on and on. And meanwhile Marinovskiy complains that many of the soldiers are working without initiative, without zeal. But where are they to get this initiative if a soldier is not given even a simple "thanks" in half a year of conscientious service, if nothing is ever said about his honest, conscientious military labor?

Yes, the subunit does not have a proper system of indoctrination. For example, it took Captain Marinovskiy a very long time to find the record of service cards of some of the airmen. He made the appearance that he could not understand where they could have gone. Some time later he finally came up with the cards. But alas. The people to whom these record of service cards applied were not on the rolls of the subunit. They were long gone. They were dismissed into the reserves.

"I did see the record of service cards for the present personnel a couple of weeks ago," Captain Marinovskiy repeated as he rummaged obsessively through the desk drawers and the safe.

But to put it mildly, it seemed from everything that the officer was putting on an appearance. This was confirmed on the following day when Marinovskiy and his deputy began filling out the blank record of service cards--writing in the reports and punishments from memory. In this case the recorded rewards and punishments did not correspond to those that the commander himself had talked about the day before.

Problems in indoctrination also have an effect on the microclimate in the collective. Sometimes the soldiers are left to themselves. This generates indifference toward public affairs, and a feeling of separateness. On occasion this attitude went as far as one of coarseness.

It could hardly be believed that Marinovskiy could not see any of this happening. But he did not especially trouble himself with indoctrination of his subordinates, and he was not doing so now. Political briefings are not held at the training ground, and the level of political lessons is low. Marinovskiy does not even hold interviews with his subordinates. Nor does he have a plan for political indoctrination.

The personal example of the commander is known to always have a positive effect on maintenance of prescribed order. However, Captain Marinovskiy has been known to appear before his subordinates dressed untidily, and sometimes even tipsy, from what I learned.

Nor can one sense due concern for the personal lives of the subordinates here. Winter is already knocking at the back door, but the heating system is not

ready for work. Batteries that were defrosted back last winter have not been disassembled and serviced.

Or here is another example. The barrack roof began to leak. Someone requisitioned some slate, and it was allocated for use as roofing material. But the slate was stacked by the barracks, where it lies to this day.

Officers from the higher staff do visit here, and they know the situation. Recently a new unit chief of staff came here to acquaint himself with the training ground personnel. He talked with the soldiers and with the local party committee secretary. The only pity is that the executive officers have never taken decisive steps to correct the shortcomings.

I left the training ground early on a chilly morning. Something brought to mind certain corners of the land in which I had served before for long periods of time. In such places, winter makes itself known early, and frosts immobilize the ground in October. With no blanket of snow, the unprotected ground buckles in the face of the hard frosts, it becomes covered with cracks, and it breaks not only the delicate roots of grass but also trees.

And so it is with people. Indifference and coarseness break the strands of mutual understanding and mutual respect, and invisible cracks appear in personal relationships. They have a deleterious influence on the microclimate in the collective, and they promote arisal of violations of military discipline. So it is in this subunit: The airmen live side by side, and they share the same work, but real mutual understanding between them is lacking.

Long were the discussions with Captain Malinovksiy and Senior Warrant Officer Myshko on this subject. And I could sense behind their words the notion that they did not have any intention to change their work style. This means that the command and the political section will have to help them do so.

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## NAVAL FORCES

### RESULTS OF TRAINING YEAR DISCUSSED

Moscow KRASNAYA ZVEZDA in Russian 1 Nov 83 p 2

[Article by Capt 1st Rank A. Samokhvalov, commander of nuclear-powered strategic submarine: "The Training Year's Results: Experience of the Leaders: Ocean-Tested"]

[Text] The past training year began for our crew with participation on a long deployment, and the end of another lengthy cruise coincided with the conclusion of the year. In general, one probably can state boldly that the entire year went by for us characterized by major ocean affairs and concerns. In other words, the struggle for quality performance of missions of the long deployments was one of the key issues in the submariners' training and competition.

When socialist pledges were being made a year ago the crew outlined a unique ocean maximum for itself by including the following very categorical point in them: "Accomplish missions of long deployments only with outstanding grades." It stands to reason that it is much easier to outline a high goal in plans than it is actually to achieve it. A great deal cannot be achieved here by impulse and instantaneous mobilization of forces. There is no inspector stricter than the ocean. It tests a crew in all parameters and checks in a very exacting manner the submariners' level of tactical, special and naval schooling, the strength of their moral-political and psychological conditioning, how close-knit and cohesive the ship's collective is, and how organized and disciplined it is. This "inspector" is not interested in formal indicators, percentages and figures. Give it quality in the pure form, so to speak.

It must be admitted that far from everything went smoothly and without problems immediately for our crew last year. It is no secret that some at first allowed themselves to be satisfied by a mediocre level of work, including on ocean deployments.

I recall the following incident. During a long deployment one of the damage control drills which Lt V. Loginov was conducting in his division was of poor quality. The officer had to be shown the need for improving subordinates' training. After some time it was reported to me that the division head had remedied what had been criticized. I decided to check out the report, and what did I learn? Yes, Loginov had drawn some kind of conclusions and had begun to

hold the drills in a more organized manner, but alas, everything for the most part was unchanged. The navymen's training continued to be arranged as a rule in a stereotyped manner.

Again I had to hold a serious talk with the lieutenant and explain to him that the training director must not see his goal as some external, ostentatious well-being. He has to dig down to the deepest layers and achieve qualitative improvements in his subordinates' schooling.

Experienced specialists and masters of military affairs Engr-Capt 3d Rank Yu. Uvarov, Capt-Lt A. Fedotov, WO [Michman] M. Shiriyev and others gave the young division head much assistance of a methods nature, and not just to him alone. Thanks to the generosity which our foremost personnel showed in passing on their experience, Sr Lt K. Antonov, Lt M. Azar'yev and Lt A. Sologor quickly became firmly established, became tempered on the deployments and gained necessary skills in organizing the training process and indoctrinal work...

But of course it is not only a matter of enriching people with experience. It was no less important for us to resolve another problem: how to achieve a break in the people's awareness, develop in them an acute dissatisfaction with what had been achieved, and place them face to face with new and stricter criteria for evaluating all of their affairs. Party members aboard our nuclear-powered submarine such as S. Polyak, R. Gadyl'shin, A. Nilus, N. Malashevskiy and others worked long and hard in this direction.

For example, it was the party members who raised the issue, which at one time had become urgent, about so-called "petty" omissions in combat training, in equipment upkeep and in organization of duties. This was right after the June 1983 CPSU Central Committee Plenum, resolutions of which forced us to take another good look around and analyze all our work self-critically. On the whole, by that time our crew already had some capital built up and socialist pledges were being fulfilled successfully. On the one hand, awareness that everything was going well without serious disruptions gave the people assurance and created the feeling of stability so needed for normal duty and training. On the other hand, however, a certain supercilious attitude toward "trivia" suddenly appeared in some of the specialists. Never mind if an officer did something wrong during firing, for this didn't affect the overall result. It wasn't so terrible if soldiers permitted a deviation from instructions during watchstanding, for it didn't lead to serious consequences... The nuclear submarine's party organization recognized the danger of such sentiments in time. Party members decided that they themselves would work without any kind of allowances or indulgences and would demand this of others. Strictness in summarizing competition results also was increased. Those omissions which until then had been "excused" now irreversibly entailed a reduction in grades. Frankly speaking, the number of "fives" in corresponding charts at first dropped, but on the other hand those same "trivial matters" also perceptibly decreased.

An ability to feel out the "sore point" in a crew in time and take necessary steps is an extremely important condition for nonstop progress. We also were convinced of this from the following example. Once during preparation for the

next tests for class rating it was decided to analyze how the level of class ratings in each of the ship's subunits as of that time affected the quality with which they were accomplishing specific tasks. Here is what was learned. After attaining certain high levels in studying the specialty some submariners reduced their intensity in military work. They were performing their duties from A to Z, as they say, but no more. This was a result of the fact that having concentrated all attention on working with navymen who were behind, we lost sight of the "average" ones for some time. The fact is that it is more important to "shake up" some of the "average" ones than a laggard. Stating the matter strictly, the position of a person who has every opportunity to give much to the crew but does not is essentially amoral. That was the issue we finally raised. There was sharp criticism at official conferences and at party and Komsomol meetings addressed to those who had stopped in their development. Some of them also had to be called in to sessions of the party or Komsomol bureau. Simultaneously with the increased demands we began paying more attention to propaganda of the experience of those specialists who were most active in working on their own development. Regular contests began to be held aboard the nuclear submarine on fulfillment of combat norms, and there were technical quizzes during which each person had an opportunity to prove himself. Results were not slow in coming. The role and authority of masters and specialists with high ratings in the crew rose substantially. They themselves began to show more zeal in training and the help to less experienced personnel became more active on their part.

A stipulation obviously should be made here. It is much more difficult to advance in tactical improvement from an average let alone high level to even higher levels than to take the very first steps in attaining military proficiency. It is the same here as in mountainclimbing: The closer to the top, the more efforts must be spent on each succeeding step. This is why it is extremely important to strive to ensure that every person sees before him as clearly as possible that high goal which he is struggling to achieve, and to see that there is as much concreteness and efficiency in competition as possible.

At times, however, it is the reverse. While a person is achieving just the first heights in combat training his pledges contain a mass of specific points--pass the test for such-and-such a class rating, better the norms by such-and-such. But then certain goals have been achieved and there are more and more general words in the pledges.

But if we think about it, the fact is that it is at the high level of training that broadest opportunities open up for giving competition a new scope, and there are as many specific points here as one would like. Last year the officers, warrant officers and petty officers of our nuclear submarine competed successfully, for example, to master duties one level higher than the position they held. A struggle to master secondary and related specialties also contributed to an increase in the navymen's schooling.

Participation in technical creativeness and rationalization work gives navymen an enormous expanse for applying their energy and showing their abilities. Someone possibly will have doubts: What innovations and improvements can there

be aboard such a modern and sophisticated ship as a nuclear-powered strategic submarine? Yes, our ship is superb and everything aboard her is well conceived and expedient. Nevertheless, a person with an innovative vein invariably will find an object for applying his energy even here. WO V. Tsakun, for example, found such an object. He proposed what was at first glance a modest innovation, but the effect from it was large. The very same also can be said about the creative contribution of Master of Military Affairs Capt-Lt S. Subbotin, who designed an original simulator allowing sonarmen to practice norms effectively without turning on the ship's system.

It is customary to figure up overall indicators for the year and derive the corresponding percentages with the conclusion of the training year, but of course far from everything that has been achieved can be expressed in figures. The most important result of the year for me personally is that it was enormously easier for me than at any time earlier to resort to the most difficult variants and to effective and nonstereotyped tactics in performing operational training missions and choosing decisions during the last deployment. The point here is not only that I myself developed somewhat as a commander during the year, but above all that confidence in my subordinates and their abilities became enormously greater. It is easy to lead a crew when one knows that it is reliable and cohesive.

I do not wish to say at all that the crew has reached the limit in combat improvement. No, we still have sufficient unused reserves. Much has to be done in further improvement of the training process aboard ship. We must conduct military-technical propaganda more actively. More can be achieved in the struggle for economy and thrift, high naval culture and regulation order...

All this and much more are rough drafts for the future year. In the new training year we are awaited by new and even more difficult tasks and new long deployments. That means the struggle for the ocean maximum will continue.

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## NAVAL FORCES

### SUBMARINE TACTICAL EXERCISE DESCRIBED

Moscow KRASNAYA ZVEZDA in Russian 3 Nov 83 p 1

[Article by Capt 3d Rank M. Popov: "Attack from the Depths"]

[Text] The weather abruptly worsened. The sun had shone since morning but toward noon solid black stormclouds crept in from the north, a pesky drizzle fell and the wind increased. This is usual for these places in autumn. One thing was uncustomary for navymen of the submarine "Ul'yanovskiy Komsomolets," which had departed on deployment. This time they were not accompanied by sea-gulls. The strong birds could not overcome the squalls which gusted on the bay, tossing sharp, cutting spray against the line-handling crew.

Capt 2d Rank A. Golovchenko, commander of the "Ul'yanovskiy Komsomolets," received a mission within the framework of contests for Navy championship to search for a detachment of "enemy" combatants and attack it. Golovchenko had taken his submarine out for competitive firing three times before and invariably her crew demonstrated high proficiency and hit targets accurately. How would it be this time?

The ship arrived in the given quadrant exactly at the designated time despite large waves. The order sounded:

"Stand by to dive!"

The upper conning hatch was dogged down, the little wheel of the depth gauge spun and the figures on its dial flashed. The waves closed over the submarine.

Senior boatswain WO A. Laptev, a master of military affairs, precisely trimmed the submarine in the depth. The hunt began. During these minutes everything froze in anticipation of that single report from the sonarmen which instantaneously sets the entire complicated mechanism of the ship's combat team in motion. This is a seeming calm which is akin to the strained expectation of imminent combat. It is the calm of a spring compressed to the limit.

Sonarmen's team leader WO S. Knyukshta, who is standing watch, is one of the best specialists, an expert in his work. At one time he served here as a seaman, then headed a section of sonarmen. The warrant officer listens to the

sea noises, glancing with annoyance at the hydrology chart, which promises nothing good. The crew has to perform the training mission under very difficult conditions, but the inspection of the navymen's readiness for firing conducted by the unit staff prior to this showed that every specialist was ready for this. The submariners persistently improved their proficiency and learned to hit a strong, well armed enemy from the depths during previous sorties to sea and in practices in the classrooms.

WO Knyukshta suddenly pricked up his ears and pressed the headset more tightly with his hands. His doubts were dispelled--it was a target. The team leader's report sounded in the control room:

"Screw noises on bearing..."

Navigator Sr Lt I. Anikin bent over the chart. His pencil point rested on the sheet--the "enemy" was here. The commander liked this diligent, competent officer. He liked his persistence in attaining a set goal, and he liked his ability to understand difficult situations and offer precise recommendations.

After target identification it became obvious that a detachment of "enemy" combatants had been discovered. In a matter of minutes the ship's combat team accomplished a most difficult task of identifying the primary target amidst the screw noises of numerous escort ships. The submarine moved into the attack and turned to a course converging with the formation.

The torpedo electrician's mates headed by Petty Officer 1st Class S. Kazmerchuk froze at the torpedo tubes in expectation. The formidable weapons which were in their area of responsibility were ready for employment.

Finally the long-awaited command "Fire!" sounded and in a little while the sonarmen reported that screw noises of the torpedo and target were being heard on the same bearing. This meant that the mission had been accomplished and the "enemy" destroyed.

The present success became the submariners' worthy gift to the upcoming holiday of the Great October Socialist Revolution and a weighty claim for winning the distinguished prize. The crew ended the training year among the leaders. During the year everything had been done to fulfill socialist pledges fully and confirm the title of outstanding once again.

After executing the maneuver to escape escort ships the submarine surfaced and set a course for base. The bad weather had abated and a pale autumn sun was shining. Seagulls were circling the ship...

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SPECIAL TROOPS

CONSTRUCTION DIRECTORATE FAILS TO MAKE PROMISED REPAIRS

Moscow KRASNAYA ZVEZDA in Russian 23 Oct 83 p 2

[Article by Col A. Drovosekov: "A Satirist Comments on the Mail: Complaints Go in a Circle"]

[Text] There are grounds to state that statistics don't know everything. In particular they don't know how much paper is used annually for bureaucratic answers for form only. This is fully explainable because often an empty promise is secured by the signature of a very substantial appointed person whose official position seemingly fully precludes an irresponsible attitude toward his work.

This was the premise of the residents of one of the houses on ulitsa Komsomol'skaya of the city of Kaliningrad when in response to their complaint they received a written assurance from Engr-Col P. Reshetnikov that repairs on their house would begin on 1 December 1981. But the promised date approached and not one repairman was visible not just nearby, but even far off. The residents waited one week, a second, and again took up the pen. Comrade Reshetnikov was not slow in responding that capital repairs to the building and apartments would be accomplished before 1 July 1982.

The residents took heart and began to look into the future with great optimism. They looked and looked, and then they saw that Comrade Reshetnikov wasn't keeping his word and they wrote about this to KRASNAYA ZVEZDA in November 1982.

The newspaper editors turned to appropriate echelons and in February 1983 received a reassuring letter from Engr-Maj Gen V. Skuratov, deputy commander for construction of Baltic Fleet. It stated that repair to the roof and partially to the apartments had been accomplished, while "the decision was made to repair the heating, water and sewer systems when air temperature was above zero, i.e., during May-June 1983."

It seemed that now everything would be up to date, but then recently the editors received a letter from familiar addressees from Kaliningrad containing the bitterness of disappointment. They said the above-zero temperature had come to an end but the repair on the utility lines never had begun.

Should we believe it or not? We decided to check it out. The residents were right, and it was about the very same unfortunate house in Garrison "X" of the very same Baltic Fleet. Its residents have been carrying on fruitless correspondence with various echelons for nearly ten years.

A large volume of papers, incoming and outgoing, piled up during this time. To reproduce them would mean to embrace the unembracable. Therefore, let's restrict ourselves to individual fragments.

"During an investigation of the 70-apartment residence turned over for operation the commission learned the following.

"Despite a letter of guarantee from the UNR [work supervisor's office] management assuring that heat system tests would be conducted in the third quarter of 1974, this work has not been completed to this date. Some 80 percent of the apartments on the south and west sides have leaks at the butt welds of the units, through dormer windows and at places where ventilating pipes are joined..."

The quoted document was drawn up on 11 October 1974 and sent through channels. What came of this is shown by a letter from Engr-Col Rudenko dated 3 February 1976 to then deputy commander for construction of Baltic Fleet Engr-Col O. Anikanov:

"The question of the condition of housing in the military compound was raised sharply at a recent trade union conference. In particular, a 70-apartment house has not yet been placed in order..."

Having been received by Comrade Anikanov, this letter was readdressed to then chief of Fleet construction directorate Engr-Col L. Kotov. The latter informed comrades Anikanov and Rudenko that "management of the UNR which erected the 70-apartment residence has been given instructions to remedy the defects before 1 July 1976."

Having learned from experience, the petitioners did not express rapture on receiving an announcement about the instructions. This was reasonable, because in 1976 none of the builders even touched the defects.

In 1977 Engr-Col P. Reshetnikov, with whom we already are familiar, became chief of the UNR which built the crippled house. No changes came with his arrival. Beating of the air dragged on for another five-year period, at the end of which a very noteworthy document appeared:

"...The house was placed in operation in 1973 and there were no claims or complaints addressed to the UNR and Fleet SU [construction directorate] up to 1981. In connection with the fact that all warranty periods have expired the UNR cannot perform the work.

"Chief of SU BF [Baltic Fleet] Engr-Col L. Kotov."

And so you have it. No complaints received and that's it, as if Comrade Kotov himself had not given instructions back in March 1976 about remedying construction defects in this house.

The correspondence blazed up with new vigor after such a declaration. New officials were drawn into its orbit, while the house is leaking at all seams as before...

It should be noted that it is not just the construction and billeting entities of the Baltic Fleet which are able to forget their promises or even reject them. Other places also are able to do this, particularly in the construction directorate of the Moscow Air Defense District.

In November 1982 this directorate formulated an agreement in proper fashion with one of the schools for leasing a gymnasium through 1984 inclusive. As payment the lessee pledged to repair the gymnasium in June 1983. You of course have surmised that the promise remained on paper. The school director informed KRASNAYA ZVEZDA about this, saying that it was unbelievable, but a fact.

Embarrassed before the school director for someone else's blame, we turned to the construction directorate. Explain what's what, Comrade, we said. Col V. Zubrilov, the political department chief, responded. Not in the least embarrassed, he wrote that in view of the fact that we haven't been using the gymnasium since January of this year we consider the contractual pledges to have lost validity.

Let's leave aside the question of the legality of concluding a contract with lease payment in the form of repairs. The important factor is that in signing it, then directorate chief Engr-Col V. Andreyev acted as a responsible official. If a need arose to cancel the agreement, he should have done this in the prescribed order as befitting a reputable businessman. But he didn't. He brushed it aside, and that's it.

Engr-Col V. Ponomarev, the new construction directorate chief, gave an assurance that contractual obligations would be fulfilled. Wait and see, as the saying goes. I would like to turn the discussion to what is apparent behind the answers for form only and the empty promises. One sees behind them a formal, bureaucratic attitude toward people and toward fulfilling one's official duties, which inevitably affects the interests of the common cause, people's everyday living arrangements and their moods.

Surprising as it may seem, not all those who love to speak idly and function according to the principle of promise and forget are held accountable for such an attitude toward people's needs and complaints. And those whose answers for form only have been quoted here and through whose fault complaints have been going around in circles for years also have not yet been asked for an accounting either through party or official channels.

This is disorder.

## SPECIAL TROOPS

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Moscow TYL I SNABZHENIYE SOVETSKIHK VOORUZHENNYKH SIL in Russian No 10, Oct 83  
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DOSAAF

COL GEN AVN KHARLAMOV ON SMOLENSK AIR CLUB

Moscow KRYL'YA RODINY in Russian No 9, Sep 83 (signed to press 12 Aug 83)  
pp 4-5

[Article by Col Gen Avn S. Kharlamov, deputy chairman of USSR DOSAAF CC, HSU,  
Honored Military Pilot of the USSR: "The Club: Center of Mass Aviation Work"]

[Text] Recently the Smolensk DOSAAF Air Sports Club held refresher courses for the Defense Society's aviation workers. It was not by chance that we chose this club specifically. A most up-to-date training facility has been set up here with all conditions for training and indoctrinating cadets. Flight training classrooms are outfitted with training benches and mock-up diagrams, the majority of which function. Special plotting boards are a good help in training for instructors and sportsmen. They clearly present requirements on flight training methodology and flight safety. The parachutists also have everything necessary for quality training. The parachute packing classroom stands out in particular. Visual aids have been made lovingly. Training effectiveness is very high in such classrooms, and everything was done with their own resources. The club leaders and above all its chief V. Galitskiy, as well as V. Kuz'menkov, V. Grishchenko and other comrades managed to include rationalizers and activists in accomplishing the important task. (This issue tells in detail about the Smolensk Air Sports Club--Ed.)

A training facility set up in a short time period allows the club to move to leading positions and successfully accomplish tasks spelled out by the 9th All-Union DOSAAF Congress. They began to fly in the new Yak-52 trainer aircraft a little over two years ago, but how much this close-knit collective has managed to do in developing aviation sport in the oblast.

The USSR DOSAAF congress demanded that committees and organizations of the Voluntary Society achieve a further increase in quality and effectiveness of their work in light of demands of the 26th CPSU Congress. The welcome of the CPSU Central Committee to the 9th All-Union DOSAAF Congress states: It is the duty of DOSAAF organizations to improve mass defense work, military-patriotic indoctrination and propaganda of military knowledge among the population. These demands also relate fully to air sports clubs. The Society's air workers took the resolutions of the June CPSU Central Committee Plenum as a fighting program of action.

Much has been done in recent years to turn air clubs and air sports clubs into centers of mass aviation work. The ranks of category-holders are increasing and each year 15,000-20,000 join the ranks of air sportsmen. A Central Parachute Club has been set up. Now as many parachutists are trained each year as were trained in 10-12 years before the war. More than 10,000 young people are engaged in the youngest form of aviation sport--hang gliding-- with some 600 public hang gliding clubs in operation.

Last year alone 225 all-union aviation records were set, of which 140 were world records, and 200 sportsmen received titles of masters of sport. Last year the USSR all-star team won a convincing victory in the world championship of aircraft sport. Leningradite Viktor Smolin became all-around world champion in aerobatic flying. The Nesterov Cup for team victory was won.

The role of flight commanders and club instructors is growing as being the primary pedagogues called upon not only to train, but also to indoctrinate the young people. A large group of instructors was awarded orders, medals and diplomas of the USSR DOSAAF CC and aviation workers union CC. I will mention only some of them: Stanislav Kukushkin from Kostroma, Muscovite Aleksandr Timkin, Vladimir Bocherov from Omsk, Minsk resident Anatoliy Kupreyev, Alma-Ata resident Sergey Boryak, Svyatoslav Smirnov from Kirovograd, and Yevgeniy Fedotov from Ust-Kamenogorsk.

Aviation instructors successfully train and indoctrinate their wards, develop their love for the Motherland and aviation, and instil the very important qualities of purposefulness, discipline, persistence, resolve, boldness, initiative, independence, composure and self-control.

Many flight commanders and club instructors are graduates of the Volchansk Aviation School for Pilots, where they gained professional knowledge and skills, received their first conditioning and came to know the fundamentals of pedagogics and psychology. Beginning this year, in order for the instructors and coaches to meet their noble and responsible purpose even more, the Volchansk Aviation School for Pilots is accepting youths from among air club cadets, and the question of a special recruitment of girls for the school has been decided. The positions of coaches in air sports have been introduced in DOSAAF republic committees. New air sports clubs are being set up in the eastern parts of the country. The majority of air sports clubs are equipped with the Yak-52 aircraft. Beginning in 1984 reverse flying will become part of the competition program. This will be preceded by painstaking, comprehensive preparation. Possibilities are being studied for setting up a Central Helicopter Club. The question of accepting boys and girls for flight training from age 16 is being examined and is being revised.

These steps unquestionably will help improve the mass nature of air sports and the sportsmen's proficiency.

The USSR DOSAAF Central Committee has developed a new Statute on the Air Sports Club. It concisely formulates the club's tasks and rights and duties of its members, the club council and the auditing commission. Directions in sports work have been outlined.

The air sports club is an air training and sports organization which is used as the basis by the appropriate Defense Society committee to conduct basic training of aviation specialists and the training and improvement of sportsmen-pilots, glider pilots, parachutists and aircraft model builders. Under the direction of the DOSAAF committees it organizes and conducts oblast (intraclub), kray and republic competitions and it conducts extensive propaganda of aviation knowledge and achievements of Soviet aviators among workers and especially the youth.

The Smolensk, Bryansk, Donetsk and Sverdlovsk clubs are genuine centers of mass aviation work. Such forms of propaganda of aviation-technical knowledge as lectures, talks, meetings with Great Patriotic War heroes, exhibitions, schoolchildren's tours to airfields and other mass agitprop activities have become established in them. A number of clubs have set up and successfully operate schools for young pilots and cosmonauts. Many sportsmen take part in the "Zarnitsa" and "Orlenok" military-patriotic games. For example, tours to places of revolutionary, combat and labor glory of the Soviet people take place at a high ideological and organizational level in Nizhniy Tagil. Camp refresher courses for participants of the young pilots' school called the "Republic of the Hearty" in the Tomsk Air Sports Club were of great benefit.

Air sports are developing successfully in Lithuania. The air-technical sports clubs set up on a voluntary basis in the republic skillfully and persistently propagandize aviation knowledge among the youth and on this basis achieve high indicators in air sports. The Vilnyus and Panevezhis air-technical sports clubs (the chiefs are Z. Brazauskas and S. Noreyka) stand out among them in particular. They attained high success in practice-flight training and in fulfilling socialist pledges. The Vilnyus ATSK [Air Technical Sports Club] was awarded the USSR DOSAAF CC and Aviation Workers Union CC Challenge Red Banner.

It is generally known that chiefs of the ASK's [air sports clubs] exercise immediate leadership over the daily work of air training and sports organizations. They bear personal responsibility for fulfillment of flight training plans without flying or extraordinary incidents, for the quality of sportsmen's training and indoctrination, for the club's precise observance and maintenance of firm internal order and high labor and flying discipline, and for the use, accounting and safekeeping of physical assets. These and other duties were mastered well by V. Gorbachev (Bryansk), V. Solomko (Tambov), V. Samoylov (Donetsk) and A. Furman (Sverdlovsk). They capably direct the air training and sports organizations and they have excellently arranged methods work, firm order, firm labor discipline and, as a result of all this, high indicators in fulfilling planned quotas and socialist pledges for an increase in the number of ranking sportsmen.

Unfortunately, that is far from the case everywhere. Some committees and sports organizations are slowly implementing resolutions of the June 1983 CPSU CC Plenum and the 9th All-Union DOSAAF Congress about increasing the mass nature of physical culture and sports and elevating their role in the development of active builders of communism and capable, courageous defenders of the

Motherland. Take for example the Magnitogorsk and Novokuznetsk ASK's. For a long while these clubs have not fulfilled the plan for preparing air sportsmen. This is the result of a poor level of mass sports work and omissions in organizing the entire training process. The fact that some future parachutists don't dare make jumps after going through theoretical preparation also indicates the serious deficiencies in indoctrinating young boys and girls studying in the clubs and about their moral-psychological preparation.

Defense-sports work continues to be conducted poorly in many primary organizations. Air sports clubs, as centers of mass air sports work in the oblast or rayon, can do a great deal here. Working under the direction of party entities and in close connection with trade unions and Komsomol and other public organizations, possessing modern aviation equipment and a suitable training facility, and having superb cadres of instructors and experienced sportsmen, they can and must show initiative and help the primary organizations develop mass aviation work and prepare air sportsmen.

A year ago leading DOSAAF air sportsmen appealed to all Defense Society sportsmen to give all possible help to DOSAAF clubs and primary organizations in improving training and indoctrination work and coaching work, preparing young sportsmen directly in labor collectives, and passing on their own abundant experience to them.

The patriotic initiative was approved by the USSR DOSAAF CC Presidium Bureau. It recommended the motto "To the primary organizations and circles, comrade masters!" be viewed as one of the necessary conditions for reliable assurance of the mass nature of technical and applied military sports and as fulfillment of the tasks stemming from the CPSU CC and USSR Council of Ministers Decree "On a Further Upswing in the Mass Nature of Physical Culture and Sports."

Unfortunately the patriotic movement begun at the initiative of leading air sportsmen has not yet found genuine support in some air clubs. Volunteerism is not yet being adopted sufficiently and the activists are participating poorly in the propaganda of aviation knowledge and the development of mass aviation work. Azerbaijan, Georgia, Turkmenia and Kirghizia are not devoting proper attention to preparing parachutists and in Syktyvkar and Ulan-Ude this work is generally in a neglected state.

This year is the year of the 8th Summer Games of USSR Nations. Behind are the club, oblast, zonal and republic competitions and many final meetings in technical and applied military sports. The 8th Summer Games of USSR Nations was a review of the work of trade union, Komsomol, economic, physical culture and DOSAAF organizations in fulfilling resolutions of the 26th CPSU Congress and the CPSU CC and USSR Council of Ministers Decree "On a Further Upswing in the Mass Nature of Physical Culture and Sports."

The finals of the Games became a serious test of the effectiveness of defense-sports work by DOSAAF organizations. It is important for all air clubs to analyze thoroughly results of the sports starts and come up with steps assuring a mass nature of air sports.

An improvement in proficiency of Soviet sportsmen and their winning world leadership in technical sports remains an important task. It is difficult to overestimate the importance of the clubs in all this, but they will not fulfill their role if they do not rely on the public. In this connection the activity of club councils should be stepped up. They are the ones who accomplish the clubs' daily contact with primary organizations, conduct propaganda of aviation knowledge in them with the aktiv's resources, organize circles and give them practical assistance. Without reliance on the public a club cannot fulfill the role of a center of mass aviation work in the republic, kray and oblast.

We have every opportunity to elevate even more the level of defense-sports work and increase comprehensively the effectiveness of indoctrination and propaganda of aviation knowledge. Our club must accomplish this task with greater quality and at the level of modern demands.

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DOSAAF

#### CRITICAL ARTICLE FAILS TO BRING DESIRED RESPONSE

Moscow KRYL'YA RODINY in Russian No 9, Sep 83 (signed to press 12 Aug 83) p 11

[Article: "Following KRYL'YA RODINY Coverage: Respond to Criticism by Action"]

[Text] Criticism is a tested method for correcting deficiencies and, as emphasized at the June CPSU CC Plenum, criticism in the press is a pointed weapon. A critical presentation is not a sensation but a signal, the sole purpose of which is to remedy deficiencies. Unfortunately, attempts still are encountered to ignore a critical presentation and "soothe" the editors with an answer for form only.

Recognizing the correct criticism addressed to the obkom contained in the article entitled "Greater Activeness, Efficiency and Initiative" (KRYL'YA RODINY, No 2, 1983), V. Novozhilov, acting chairman of the Chita Oblast DOSAAF committee, writes to the editors: "The 2d DOSAAF OK [Obkom] Plenum held a serious discussion about the need for improving the style and methods of management of the committees and primary organizations, a decree was adopted, and specific measures have been outlined and are being fulfilled for a fundamental improvement of all mass defense work and military-patriotic indoctrination." All this is impressive at first glance, but just what has been done specifically? There is not a word about this in the letter.

The editors are awaiting a report from the Chita DOSAAF Obkom about how deficiencies are being remedied, the way in which sports work is being reinforced in defense collectives, and how the work of parachute and aircraft model building sections and circles is being strengthened. What steps are the air sports club taking to improve sportsmen's proficiency and attain high results in competitions?

KRYL'YA RODINY No 1 1983 contained the editorial "Through the Prism of International Tournaments." We will recall that it discussed problems connected with an increase in proficiency of air sportsmen, preparation of reserves and the mass nature of the sport. Deficiencies regarding the development of glider sport and aircraft model building were criticized in particular. The article evoked a lively response from readers, above all from those who are directly involved in affairs of pilots, glider pilots, aircraft model builders and parachutists.

The USSR Federation of Glider Sport also responded to the journal's article. Its responsible secretary M. Smol'kov announced: "After discussing the article the federation bureau believes that the evaluation of results of the all-star team's performance in 1982 at preparatory competitions of socialist countries basically was correct. Taking into account that masters of the high class were performing in the teams of a number of socialist countries, it was difficult to guarantee first place, but unquestionably results should have been higher." It further states that the federation examined in detail the state of affairs in the all-star team and plans of activities to improve results of its performances and that in the opinion of the FPS [Federation of Glider Sport] Bureau, the efforts of coaches, sportsmen and the collective of the Central Glider Air Club and sports department of the aviation administration will produce positive results.

But the article discussed more than just failures of our all-star team. It mentioned that youth glider schools are falling apart, there is no glider equipment and youth competitions are being disrupted. The article noted that a majority of glider schools are experiencing difficulty in organizing the training process and there is no clear idea of where to begin and how to train the young people. There is no uniform class methodology. Who is obligated to prepare the instructors and conduct operation tests of the new training gliders? There is not yet an answer to these questions. One would have thought that the federation, relying on specific facts, would analyze thoroughly the status of glider sport where not everything is going well. None of this occurred. Of course it is difficult to delve thoroughly into the substance of the matter and outline effective steps to remedy deficiencies with such a superficial approach. On the other hand, the appearance of efficiency has been observed (!).

The CPSU CC Plenum Decree dated 15 June 1983 entitled "Pressing Issues of Party Ideological and Mass Political Work" states: "There must be . . . an acute reaction to facts of an inattentive attitude toward problem-oriented and critical materials, . . . there must be a response in substance to press, television and radio presentations, and steps taken must be reported promptly to the editors."

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#### TECHNICAL EXPERTS PRAISED FOR THEIR WORK

Moscow KRYL'YA RODINY in Russian No 9, Sep 83 (signed to press 12 Aug 83) p 14

[Article by G. Polyakov: "The Rationalizers"]

[Text] A "concealed" malfunction of a helicopter engine which in flight might have led to a flying incident was identified during periodic technical servicing. This was reported to air club chief A. Rassukovskiy, and at the same time a method was proposed for most effective elimination of the malfunction and steps to prevent similar defects. The air club chief gave thanks for the vigilance displayed, approved the suggestions and then said:

"I insistently recommend consulting with our rationalizers on this matter."

People in this air club often consult with the rationalizers. Creative engineering thinking, an inquisitive search for ways of further improving the productiveness of flight work, improving the training facility and saving energy resources and supplies and, in the final account, a search for ways of assuring flight safety are held in esteem here. The rationalizers hold more than the last place in this matter of course.

They are directed by Anatoliy Tikhonovich Zvezdin, an engineer with an aviation education, a person of high technical culture, responsive and sensitive to new things, and able to take up a valuable suggestion and help bring it to practical implementation. Many club innovators work actively. They make some 100 valuable proposals on an average during the year, the majority of which (up to 90 percent) are implemented practically and produce a perceptible economic effect.

Twice a year, for Victory Day and for USSR Air Fleet Day, the air club holds monthlong campaigns for collecting rationalization suggestions. Everyone participates in them but as a rule V. Shelestyuk, V. Kortunov, N. Lyubchenko, V. Piskunov, V. Krivenko and V. Kondrat'yev stand out in particular. It is worthwhile telling about some of them especially.

Vladimir Shelestyuk submits up to 10 suggestions annually. His technical competence is spoken of respectfully. Despite his age of 30 years he is considered a rationalizer with a substantial period of service: He has engaged in rationalization work for more than 12 years. He began to be distinguished by

special activeness and sharpness on the job after completing the Kaluga DOSAAF Air Technical School in 1973 and then the Kiev Civil Aviation Engineers Institute by correspondence. "An inquisitive, imaginatively thinking person. And the important thing is that there are no extraneous matters for him," say the supervisors about Shelestyuk.

Technicians were complaining rather often about the labor-intensiveness of the process of flushing radiators. Shelestyuk took a close look at their work, "drew" something on paper, "exercised" with formulas, used up more than a single dozen sheets for drawings, and presented for comrades' judgement the diagram of a unit for flushing radiators. The unit soon was built and it received high praise.

It happened more than once that the UP-24/2 unit failed in operation. Much time was required for its repair, which was done in another city. It happened where the helicopter would stand idle more than a month. Here too Shelestyuk had his say. After carefully studying reasons for this unit's malfunction he proposed a new die for making a gasket which reliably protected the unit from oil penetrating into it, which caused a malfunction of the equipment in the air.

Determining the wear on the free-wheeling clutch (MSKh) in the Mi-2 helicopter was considered a difficult matter. When it was concluded that the quality of oil which filled the VR-2 reduction gear affected wear of the MSKh, Shelestyuk perfected a device for determining its viscosity, but the problem was not completely solved. They had to learn to measure clutch wear without its removal.

The fact is that several instances of failure of the GTD-350 engines had been registered in the Mi-2 helicopter. This happened because the extent of wear of the MSKh which led to its slipping during flight could not be identified without a detailed disassembly. How could such an undesired phenomenon, which might entail a flying incident, be prevented?

Shelestyuk and his comrades applied much effort to answer this question, and Shelestyuk answered it. He developed the technology for instrument monitoring of MSKh wear, made a tool (by the way, very simple in design) for measuring play in the main engine shaft and main reduction gear, and computed and constructed a chart showing relationship of the wear of MSKh areas to dial readings. The rationalizer's work received a high evaluation by the appropriate administration of the USSR DOSAAF CC and was recommended for adoption in all aviation organizations operating the Mi-2 helicopter.

No, there is no limit to perfection. Air club technician Viktor Kondrat'yev improved V. Shelestyuk's tool with the help of Engineer Mikhail Medov. He suggested an electrical stop by which the accuracy of determining various degrees of MSKh wear was improved considerably. As experience confirmed, this improvement permitted a better forecasting of the reliability of clutch operation.

Kondrat'yev also has many successfully implemented suggestions to his credit. The air club uses a device he developed for simultaneous fixation of the

helicopter and the pitch-gas control on the pad. His vent for the STs-14 sensor which permits prompt identification of a lack of diaphragm seal and warning of a fuel leak finds practical application.

Active work by the Rationalizers' Council and the personal example of many engineers contributes to the development of technical creativeness. Possessing extensive technical erudition, they are capable of wording an urgent problem precisely, outlining ways and means of solving it, and bringing in experienced, knowledgeable performers for the work. It is not by chance that through their initiative various simulators and trainers have been created and innovations have been developed and adopted which are aimed at improving methods of operating and repairing equipment and increasing its operating reliability.

There was a discussion of development of a feeling for new things among the air club's engineering-technical personnel at one of the sessions of the Rationalizers' Council. Foremost innovators correctly posed the issue of expanding the number of persons engaged in technical creativeness. Any self-respecting engineer must keep in step with scientific-technical progress and follow the development of technical thinking. The constant augmentation and renewal of one's knowledge and daily training now are seen not as a good intention but as an urgent need.

The air club's party members and party organization supported the innovators' fundamental position. Criticism began to be heard more and more often at party meetings addressed to those who allowed themselves to work in the old way if new techniques for operating and maintaining equipment were nearby. There was serious condemnation of technical conservatism and engineering self-assurance in some workers who were not trying to find ways for rapid adoption of progressive technology. Supervision over the dissemination and adoption of innovations was reinforced.

This allowed an improvement in the organization of innovators' competition and in their moral and material incentives. The primary criterion for evaluating the status of rationalization work began to be considered not the number of suggestions which came in but the quality of the technical solutions themselves, their need and their practical value.

All this in the final account increased the technical potential of the labor collective and the rationalizers' labor effectiveness.

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## MILITARY EDUCATIONAL FACILITIES

### REGULATIONS CONCERNING MILITARY SPECIALISTS

Moscow KRASNAYA ZVEZDA in Russian 12 Oct 83 p 2

[Article : "Training of Specialists"]

[Text] The legal status of appropriate training institutions of the USSR Ministry of Defense and the external studies department was determined with regard for modern requirements for training officer personnel with a secondary specialized military education, as well as other military and civilian specialists with a secondary specialized education.

Training officers with a secondary specialized military education is accomplished in secondary military schools and at departments attached to higher military schools and through the external studies department. Recruitment for military schools is conducted in accordance with current enrollment regulations. Persons from a number of civilian youth are on active military duty from the day of their enrollment for training. Cadets of VUZ's are billeted in barracks. A procedure was determined for organizing training and educational work in schools, raising the qualifications of the teaching staff, using the training and material base, and resolving other matters as well.

Appropriate tekhnikums, the VMF [Navy] Lomonosov Nautical School and schools for technicians, where training for army and navy warrant officers with a secondary specialized education is accomplished, are included among the secondary specialized educational institutions of the USSR Ministry of Defense. Tekhnikums and the nautical school are governed in their activities by regulations and instructions of the USSR Ministry of Higher and Secondary Specialized Education and the instructions of superiors in the conduct of which they occur. Military service personnel having a secondary education and possessing high moral and political qualities are accepted at schools for technicians. Candidates for entering schools are selected from a number of soldiers, sailors, sergeants and master sergeants whose period of active military duty expires no earlier than graduation from the school and who have expressed a desire to serve in the armed forces not less than five years following graduation. While accomplishing their training plans and programs, cadets of technician schools enjoy the right of military school cadets.

Upon graduation from secondary specialized educational institutions of the USSR Ministry of Defense, graduates are awarded all-union qualifications of technicians in accordance with the specialties received and given a diploma and a badge.

## MILITARY EDUCATIONAL FACILITIES

### TRAINING INSTRUCTOR'S METHODS CRITICIZED

Moscow KRASNAYA ZVEZDA in Russian 15 Oct 83 p 2

[Article by KRASNAYA ZVEZDA correspondent Colonel A. Sorokin: "He Who Provides a Travel Authorization Into the Sky"]

[Text] Flight training is a most complex and difficult process. Where is it possible still to encounter such as this: the "perfect" honors student in all theoretical disciplines and youth suddenly showing complete professional unsuitability for flying. But he who learns flying very well must work constantly and hard with even these things too. It's not enough here for a teacher to be a pilot and an engineer, but he must become also a real engineer of human minds, an astute psychologist, and an infinitely patient teacher who is tactful and carefully attentive. And is this given to each one, and even to a brilliant pilot?

Of course not. Although the majority turn out to be good teaching methodologists in their own right. And those to whom they made a present of the sky remember all their lives these dearest teachers of theirs, and they arouse a yearning to imitate their flight mannerisms and sincere generosity. For example, my first school instructor Lieutenant Valentin Petrovich Kuznetsov (he's now a major in the reserve), whose selfless labor was marked by a fervent love for his pupils, has remained that way for me forever.

Well, when a boor is encountered in the role of a teacher, they talk about that kind either with bitterness--he spoiled a dream you know!--or they try not to remember him. There were those too. Pilots of the older generation remember the times when each instructor understood the methods of flight training and education in his own way, but he didn't have any idea of the ethics of this labor. He taught intuitively. Quarrelsomeness here was not reprehensible and what is more they flaunted it. The image of the "abusive" instructor even found its way into literature. Suffice it to recall episodes from "Two Captains," "Tales of a Real Person," and other works.

Those times became the distant past. For decades now schools have been graduating pilots with an engineer's diploma. Now there's a different instructor too.

Having studied social disciplines inside a higher school, a military intellectual is armed with both technical and humanitarian knowledge. The initial training of cadets right away in a jet aircraft fell precisely within the power of that. And training of that kind as a whole progresses more successfully and more rapidly than formerly in the celestial sloths of the past. Isn't this an indicator of the complete maturity of the flying and instructor staff?

I intentionally made such an extensive introduction in order to point out instances of contrasting stagnation, rare in the practice of modern flight education, and a preposterous encounter with the past which became obsolete long ago. Fourteen letters from the Orenburg Higher Military Aviation School for Pilots imeni I. S. Polbin arrived at the editorial office at the same time. And all of them are from one flight. Sergeants and cadets of this subunit [podrazdeleniye] appealed: help us--flights have become disgraceful because of a torrent of insults which Major I. Kustov is bringing down on everyone being trained both on the ground and in the air.

I travel to Orenburg. From there I go to the field airdrome. The first squadron of the training aviation regiment, where Vitaliy Fedorovich Lyamkin is deputy commander of the political unit, is flying there. Along the way, he and I got into a conversation about the past. He, also like school chief Colonel N. Kuchin shortly before this, recalled his first instructor and flight commander almost with tenderness. Officers V. Maslenkov and P. Shlenkov, in the words of their former pupil, treated the cadets as older brothers, but their rigidly exacting requirements were by regulations.

How does a political worker describe Major I. Kustov? The commander of a leading flight, an experienced pilot and teaching methodologist for more than a dozen years, teaches first-year and second-year cadets to fly. He is ambitious. His heart aches for the work. In short, there is complete agreement with the last certification, and under which Vitaliy Fedorovich's signature stands too. I still remember a sentence from it: "He observes the law in his work and enjoys authority among subordinates."

And this is what the cadets have to say about him. Il'ya Kupriyanovich Kustov begins to shout and use unquotable strong language at only the sight of someone in training. He particularly excelled in this while in flight. No wonder then to such an accompaniment, at times the cadets didn't even get the simple elements of flying. Even cases of that kind point to the "teacher's" systematic discoveries. While performing the first flight--a familiarization one--in an L-29 for those in training, Major Kustov allowed a "goat" [slow-witted person] to make the landing. Having taxied out to the refueling station, he assembled the flight and forced Valeriy Skorbin, the cadet who was flying with him, to repeat loudly: "I'm a goat, I'm a goat!" Cadet Vladimir Tikhonov's headset and microphone were found to have defective wiring that was installed by radio operators. But the flight commander heaped insults on the cadet and sent him to dig a hole. Many people had to perform more "unskilled" labor too for mistakes in the air. In particular, this educator was not indifferent towards sergeants, his prime assistants. He told everyone about cadet life and the sergeants made him answer for slovenliness in dress and altercations. Now, he said, is the time to get even. And here you have Sergeant I. Miklyayev and Junior Sergeant Yu. Pelagein digging holes along

with their subordinates for carelessness of actions in flight. A person would think about this even if in fact many of them, having become air warriors, surpass him in professional skill!

By no means can you call these incidents, as well as the gross insults of Cadets S. Pinyayev, V. Skornyakov, R. Surmashev and others, observing the law in his work as defined in the certification. After Major I. Kustov inflicted heavy insults on Cadet D. Kondrov in front of a formation, the future pilots could no longer endure this and they wrote to the newspaper. But why didn't they raise this question earlier in front of political workers and superior commanders? There were attempts of that kind. One day in the presence of everyone, officer Kustov treated Cadet P. Velichutin in an especially rude manner, and he addressed a report to the regimental commander. The facts were confirmed. At one of the meetings of the party committee, of which Major Kustov is a member, he was rebuked somewhat, and they said it's impossible that something like this could happen. And that's all. Although not so, they recorded a conclusion in his certificate: "He merits promotion to the position of deputy squadron commander at a political unit."

Incidentally, his excessive sharp words in training cadets were noted in the previous certificate for Kustov. And the same conclusion was drawn: "He merits a promotion." Is rudeness perhaps a usual occurrence here? They absolutely deny it. Even so, cadets stand through thick and thin by their other teachers--officers A. Kukovyakin, V. Kasperkevich, A. Morozov, and F. Lozovyy. Where did such a "teaching methodologist" come from? The commanders are silent.

Kustov is puzzled: "And what's so unusual? I teach as I was taught here."

Well then, unsuitable traditions are found in flight training. But in our time, how do they obtain admittance to the instructor's seat of an aircraft? But it's very simple according to the principle: a graduating student flies well so let him be an instructor. There's no discussion here about their other qualities. But does further training perhaps compensate in part for shortcomings in selection? If one judges by the total time of assemblies and the method through which this training is conducted, it must be reliable. And, alas, you try to understand: the lion's share of this time is allotted to practice flights for the novice instructor in the second cockpit and what remains is allotted to theoretical training. Of course, there's no instructor without the skill to fly an aircraft in an excellent manner from the instructor's seat. Well, can he be thinking without a knowledge of training methods, aviation psychology, military teaching, and the art of the individual approach? It's also doubtful.

Here's what turns out: they taught you to fly, gave you a group, and said teach. But how? Like you yourself were taught. That's fine as long as the example was a positive one.

VVS [Air Forces] Deputy Commander in Chief for VUZ's Colonel General of Aviation G. Dol'nikov answered the question of whether these problems are being resolved:

"Absolutely, and radically so. Selection for instructors will now be conducted at schools from the first-year courses. Theoretical training of instructor youth will "add" considerably to volume and quality. At last, courses will be created for young commanders of cadet flights."

He develops the idea further that it's still necessary also to teach air force teachers themselves to think, search, and analyze. In fact, why does someone teaching feel nervous and say rude things? He doesn't want to give it some thought and consider how to systematically find the right approach to the person in training. And he forgets that it's necessary to be sensitive and tactful. And that's his direct duty.

Grigoriy Ustinovich continues: "For example, what systematic training my prewar and frontline instructors had there. But these were people of immensely sincere nobleness. In 1943 during conversion training, I cracked up a combat aircraft and was in terrible despair. And the instructor Lieutenant Boris Glinka consoled me: 'These things happen!' and he made me sit down in another aircraft and--I certainly won't ever forget!--took the blame upon himself for the flight critique. I also recall the words of my first aero club instructor: 'You'll be an outstanding pilot.' They were spoken when I completely gave up flying and shirked difficulties and setbacks."

On the chest of the person with whom I'm talking is the Gold Star of the Hero of the Soviet Union and the badge of an honored USSR military pilot.

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